



FIRST 5 ALAMEDA COUNTY COMMISSION MEETING AGENDA (REVISED 6/2/25)

Thursday, June 5, 2025
9:00 AM – 11:30 AM

Members of the public may access the meeting via
Zoom Meeting ID: 846 2225 9275 Passcode: 769616

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

Commissioner Doutherd
remote address:

Hyatt Regency
1053 Lake Washington Blvd N
Renton, WA 98056
3rd floor, Executive Board Room

Commissioners:

Chair: Cecilia Oregón, *Vice Chair:* Tomás A. Magaña M.D., Clarissa Doutherd, Andrea Ford, Nikki Fortunato Bas, Karina Moreno, Cathy Sandeen, Josh Thurman, Kimi Watkins-Tartt

Alternates: George Ayala, Cinthya Muñoz Ramos, Pamela Powell

1. Call to Order

Commission Chairperson Cecilia Oregón will call this meeting to order at 9:00 AM.

2. Public Comment

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

3. Consent Calendar

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

- a. Approve the Commission Meeting Minutes from April 24, 2025
- b. Approve the Special Commission Meeting Minutes from May 15, 2025
- c. Approve the GASB 54 Fund Balance Commitment
- d. Approve the Resolution to fund the Fiscal Year 2025-2026 ACERA 401(h) Account Authorization

4. Communication from Commissioners

5. Receive May 29, 2025 Executive Committee Report



6. Receive Staff Announcements

- a. General Staff Announcements
- b. Legislation and Public Policy Updates
- c. First 5 California Commission and First 5 Association Updates

7. Approve Fiscal Year 2025-27 Proposed Budget; Fiscal Year 2025-35 Proposed Long Range Financial Plan; Fiscal Year 2025-27 Contract Authorizations; the Measure C Child Care, Preschool, and Early Education Program Plan and Budget 2025-2030, including the Fiscal Year 2025-26 Annual Expenditure Plan; and the First 5 Alameda County Revised Fiscal Year 2022-27 Strategic Plan

Recommended Actions: Approve the following:

- a. Fiscal Year 2025-27 Proposed Budget
- b. Fiscal Year 2025-35 Proposed Long Range Financial Plan
- c. Fiscal Year 2025-27 Contract Authorizations
- d. Measure C Child Care, Preschool, and Early Education Program Plan and Budget 2025-2030, including the Fiscal Year 2025-26 Annual Expenditure Plan, and submit to the Alameda County Board of Supervisors for approval and appropriation of funds
- e. First 5 Alameda County Revised Fiscal Year 2022-27 Strategic Plan

8. Adjournment



First 5 Alameda County Commission Meeting
April 24, 2025, 9:00 AM – 11:30 AM
Zoom Webinar Meeting ID: 844 9813 2129

Commissioners Present: Chair Cecilia Oregón, Clarissa Doutherd, Nikki Fortunato Bas, Karina Moreno, Cathy Sandeen, Josh Thurman, Kimi Watkins-Tartt

Not present: Andrea Ford, Tomás A. Magaña M.D.

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

Guest Presenters: Jordan Katti, PHD, Applied Survey Research and Natalie Walrond, WestEd

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
1. CALL TO ORDER AND ROLL CALL			
C. Oregón	The Commission meeting was called to order by Chair Oregón who gaveled in at 9:11 AM. Chair Oregón shared that the meeting was being recorded and conducted roll call. Commissioners Oregón, Fortunato Bas, Doutherd, Moreno, Sandeen, Thurman, and Watkins-Tartt stated their names to indicate that they were present for the meeting.	None	None
2. PUBLIC COMMENT			
C. Oregón	There was no public comment.	None	None
3. APPROVE COMMISSION MEETING MINUTES			
C. Oregón	[Attachment] a. Commission Meeting Minutes February 13, 2025 b. Commission Special Meeting Minutes from March 17, 2025 Chair Oregón asked if there was any public comment before taking a vote to approve. Chair Oregón facilitated the vote to approve the Commission Meeting Minutes from February 13, 2025 and the Commission Special Meeting Minutes from March 17, 2025.	Motion: Kimi Watkins-Tartt Second: Nikki Fortunato Bas Abstentions: Cathy Sandeen and Josh Thurman Motion passed.	None
4. COMMUNICATION FROM COMMISSIONERS			
C. Oregón	Chair Oregón announced that Supervisor Fortunato Bas has joined the Executive Committee.	None	None
5. RECEIVE APRIL 17, 2025 EXECUTIVE COMMITTEE REPORT			
C. Oregón	[Attachment] Chair Oregón reported that the Executive Committee met on April 17, 2025. The Committee reviewed and approved revisions to the First 5 Employee Handbook, approved a FY 2024-25 Contract Authorization, reviewed FY 2024-25 Contract Authorizations requiring full Commission approval and recommended that they be brought to the Commission for approval.	None	None

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
6. RECEIVE STAFF ANNOUNCEMENTS			
K. Spanos	[Attachment] a. Receive General Announcements Ms. Spanos presented the Staff Announcements.	None	None
7. RECEIVE LEGISLATION AND PUBLIC POLICY UPDATES			
D. Garcia	[Attachment] Ms. Garcia presented the Legislation and Public Policy Updates.	None	None
8. RECEIVE FIRST 5 CALIFORNIA COMMISSION AND FIRST 5 ASSOCIATION UPDATES			
K. Spanos	[Attachment] Ms. Spanos presented the First 5 California Commission and First 5 Association Updates and noted that more detailed updates were included in the meeting packet as written updates.	None	None
9. RATIFY REVISED FISCAL YEAR 2024-25 CONTRACT AUTHORIZATIONS			
N. Zhou	[Attachment] Mr. Zhou presented the Revised Fiscal Year 2024-25 Contract Authorizations. Chair Oregón asked if there was public comment before taking a vote to approve. Chair Oregón facilitated the vote to ratify the following Fiscal Year 2024-25 Contract Authorizations: Olson Remcho, LLP, WestEd, Interpreters Unlimited, Iris Lin, and Hubbe, Inc.	Motion: Kimi Watkins-Tartt Second: Cathy Sandeen No Abstentions. Motion passed.	None
	Chair Oregón facilitated the vote to ratify the following Fiscal Year 2024-25 Contract Authorization: Band Together Communications.	Motion: Cathy Sandeen Second: Josh Thurman Abstentions: Karina Moreno Motion passed.	None
10. APPROVE FISCAL YEAR 2024-25 CONTRACT AUTHORIZATIONS			
N. Zhou	[Attachment] Mr. Zhou presented the Fiscal Year 2024-25 Contract Authorizations. Chair Oregón asked if there was public comment before taking a vote to approve. Chair Oregón facilitated the vote to approve the Fiscal Year 2024-25 Contract Authorizations.	Motion: Nikki Fortunato Bas Second: Kimi Watkins-Tartt No Abstentions. Motion passed.	None
11. APPROVE FIRST 5 CALIFORNIA FISCAL YEAR 2023-24 ANNUAL REPORT			
L. Schroeder	[Attachment] Ms. Schroeder presented the First 5 California Fiscal Year 2023-24 Annual Report. Chair Oregón asked if there was public comment before taking a vote to approve. Chair Oregón facilitated the vote to approve the First 5 California Fiscal Year 2023-24 Annual Report.	Motion: Karina Moreno Second: Kimi Watkins-Tartt No Abstentions. Motion passed.	None

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
12. RECEIVE COMMUNITY DATA PRESENTATIONS			
K. Spanos L. Schroeder J. Katti N. Walrond	[Attachment] Ms. Spanos introduced Ms. Schroeder to present slides on the data sources used to inform Measure C planning. Ms. Schroeder introduced Ms. Katti with Applied Survey Research to present insights from the Family and Provider Surveys. Ms. Spanos introduced Ms. Walrond with WestEd to present highlights from the Measure C and Oakland Children's Initiative Community Listening Sessions. There was one public comment from Sandra Alberdas.	None	None
13. ADJOURNMENT			
C. Oregón	Chair Oregón gaveled out and adjourned the meeting at 11:23 AM. Chair Oregón gaveled back in at 11:24 AM and gaveled back out at 11:30 AM.	None	None

Respectfully Submitted By: Julia Otani, Executive Assistant



First 5 Alameda County Commission Special Meeting
May 15, 2025, 3:00 PM – 5:00 PM
Zoom Webinar Meeting ID: 893 4090 5217

Commissioners Present: Chair Cecilia Oregón, Clarissa Doutherd, Nikki Fortunato Bas, Karina Moreno, Cathy Sandeen, Josh Thurman, Kimi Watkins-Tartt

Not present: Andrea Ford, Tomás A. Magaña M.D.

First 5 Staff Present: Kristin Spanos, Vanessa Cedeño Geisner, Cally Martin, Nick Zhou

Guest Presenters: James Harrison, Olson Remcho, LLC., Dania Torres Wong, Sloan Sakai

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
1. CALL TO ORDER AND ROLL CALL			
C. Oregón	The Commission meeting was called to order by Chair Oregón who gaveled in at 3:05 PM. Chair Oregón shared that the meeting was being recorded and conducted roll call. Commissioners Oregón, Fortunato Bas, Moreno, Sandeen, Thurman and Watkins-Tartt stated their names to indicate that they were present for the meeting.	None	None
2. PUBLIC COMMENT			
C. Oregón	There was no public comment.	None	None
3. 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]			
C. Oregón	Chair Oregón asked for any public comment for the Closed Session item. There was no public comment. Chair Oregón recessed the Commission into Closed Session in Conference Room B at 3:09 PM.	Commissioner Doutherd arrived at 3:10 PM.	None
OPEN SESSION			
C. Oregón	Chair Oregón reconvened the Commission in Open Session at 5:07 PM and announced no reportable action was taken during Closed Session.	None	None
4. ADJOURNMENT			
C. Oregón	Chair Oregón gaveled out and adjourned the meeting at 5:08 PM.	None	None

Respectfully Submitted By: Julia Otani, Executive Assistant



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 Administrator, Finance

Date: June 5, 2025

Subject: GASB 54 Fund Balance Commitment

REQUESTED ACTION

To review the classification of the fund balance.

BACKGROUND

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

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

GASB 54

A hierarchy of fund balance classifications has been created by the GASB, based primarily on the extent to which governments are bound by constraints on resources reported in the funds. This approach which is referred to as GASB 54 is intended to provide users more consistent and understandable information about a fund's net resources. GASB 54 went into effect in FY 2010-2011, and for the first time First 5's fund balance was presented accordingly in the financial statements for the fiscal year that ended on June 30, 2011. In summary, the hierarchy of five possible classifications of fund balance is:

AGENDA ITEM 3c**Nonspendable Fund Balance**

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

Restricted Fund Balance

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

Committed Fund Balance

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

Assigned Fund Balance

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

Unassigned Fund Balance

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

First 5's General Sustainability Fund or stabilization fund currently meets the definition of "Assigned" as defined in GASB 54. At the end of the current fiscal year, it is projected that First 5 will have approximately \$15 million in the General Fund Balance, which will be reported in the audited financial statements as previously approved by the Commission in June 2024 to be in compliance the requirements of GASB 54.

PROPOSED ACTION TO DESIGNATE FUND BALANCE

1. To accept Staff's recommendation to designate a portion of the General Fund balance not to exceed \$7 million of net assets as of June 30, 2025, as "Committed" to be used for Contracts and Grants, in accordance with the FY 2025-26 budget that is up for adoption by the Commission on June 5, 2025.
2. To accept Staff's recommendation to "Assign" the remaining portion of the General Fund balance, not to exceed \$8 million of net assets as of June 30, 2025, to the Assigned Fund Balance category for budget stabilization purposes.

Under normal circumstances, the Assigned Fund Balance is maintained at a level equivalent to six months of budgeted operating expenses, consistent with the minimum fund balance requirement outlined in the Long Range Financial Plan and agency's reserve policy. However, until the Measure C Five-Year Plan and Annual Budget are approved and the General Fund is reimbursed for associated upfront expenditures, the fund balance will remain below this minimum threshold.

AGENDA ITEM 3c

In response, the Commission approved a temporary suspension of the reserve requirement until reimbursement from Measure C restores compliance with the reserve target. Accordingly, the remaining General Fund balance will be fully classified as “Assigned” as of June 30, 2025.

FISCAL IMPACT


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

Use of General Fund Balance	Maximum Amount	GASB 54 Classification
FY 2025-26 Budgeted Contracts and Grants	\$7 million	Committed Fund Balance
Minimum Fund Balance Requirement - Long Range Financial Plan	\$8 million	Assigned Fund Balance

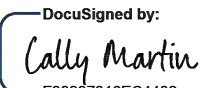
RECOMMENDATION:

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

Submitted by:

Signed by:

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Nick Zhou
Chief Financial Officer

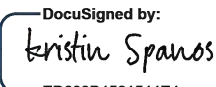
Reviewed by:

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Cally Martin
Deputy Chief Executive Officer

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Maria Canteros
Senior Administrator, Finance

Approved by:

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Kristin Spanos
Chief Executive Officer



To: First 5 Alameda County Commission

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

Date: June 5, 2025

Subject: Fiscal Year 2025-2026 ACERA 401(h) Account Authorization

ACTION REQUESTED

That the Commission review the Resolution to fund the Fiscal Year (FY) 2025-2026 ACERA 401(h) account with the purpose of providing tax free health benefits to retirees.

BACKGROUND

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

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

For FY 2025-2026 (and every year), it is required that the participating member agencies of ACERA authorize the required contributions to the account. The required contribution is determined by ACERA's actuary, Segal Consulting. Based on the actuarial analysis, First 5's contribution for FY 2025-2026 is \$116,688.00 as approved by ACERA's Board on May 22, 2025. The contribution per pay period is \$4,488.00 beginning with pay period 25-14.

FISCAL IMPACT


There is no fiscal impact.

AGENDA ITEM 3d


RECOMMENDATION

That the Commission approve the resolution to fund the Fiscal Year 2025-2026 ACERA 401(h) account authorization.

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 Administrator, Finance

Approved by:

DocuSigned by:

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Kristin Spanos
Chief Executive Officer

RESOLUTION

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

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

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

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

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

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

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

NOW THEREFORE, IT IS RESOLVED AS FOLLOWS:

1. In fiscal year July 1, 2025 - June 30, 2026, First 5 Alameda County shall contribute to ACERA \$116,688.00 to be used only for the payment of retiree health benefits. This contribution shall be made on the terms and conditions set forth in the Agreement between First 5 Alameda County and ACERA concerning such contributions, executed on June 28, 2007.
2. This contribution shall be designated, in writing, as being only for First 5 Alameda County's IRC § 401(h) Account and such designation shall be made at the time of the contribution.

First 5 Alameda County Resolution Approving 401(h)
Account Page 2

3. Such contribution is contingent on the Board of Retirement immediately transferring, in accordance with Government Code §31592.4, an amount equal to such contribution from ACERA's SRBR account to First 5 Alameda County's Advance Reserve account. Such amount shall be treated as a contribution for pension and therefore shall be applied to reduce the pension contribution otherwise required by First 5 Alameda County for the fiscal year beginning July 1, 2025.
4. No party, including any existing or future First 5 Alameda County employee, retiree, spouse or dependent, shall have any vested rights, contractual rights or other rights in or to any retiree health benefits or payment or subsidy for any such benefits nor shall any such person or ACERA have any such rights to have First 5 Alameda County contribute towards paying or subsidizing the cost of any retiree health benefits provided by ACERA under the 401(h) Account or otherwise. First 5 Alameda County may modify or terminate, at any time and without any limitation, its decision to contribute to First 5 Alameda County's 401(h) Account. This modification or termination may occur even if it may affect any employee first hired prior to the date of such modification, any person who retired prior to such date, and/or any person who became a spouse or dependent of an employee or retiree prior to such date.
5. All contributions by First 5 Alameda County to its 401(h) sub-account shall be governed by requirements of the IRC and all administrative and other applicable rules established by ACERA governing such sub-account and ACERA's 401(h) Account.



FIRST 5 ALAMEDA COUNTY EXECUTIVE COMMITTEE MEETING AGENDA

Thursday, May 29, 2025
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: 897 3847 1520 Passcode: 522611

Commissioners:

Chair: Cecilia Oregón, Vice Chair: Tomás A. Magaña M.D., Supervisor Nikki Fortunato Bas

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. Receive Staff Announcements

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

3. Approve Executive Committee Meeting Minutes

- a. Executive Committee Meeting Minutes December 5, 2024
- b. Executive Committee Meeting Minutes April 17, 2025

Recommended Action: Approve Executive Committee Meeting Minutes from December 5, 2024 and April 17, 2025

4. Approve Fiscal Year 2024-25 Contract Authorization

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

5. Review and Recommend Fiscal Year 2025-27 Proposed Budget and Fiscal Year 2025-35 Proposed Long Range Financial Plan

Recommended Actions: Recommend that the Commission approve the following:

- a. Fiscal Year 2025-27 Proposed Budget
- b. Fiscal Year 2025-35 Proposed Long Range Financial Plan
- c. Fiscal Year 2025-27 Contract Authorizations

6. Review and Recommend the GASB 54 Fund Balance Commitment

Recommended Action: Recommend that the Commission approve the GASB 54 Fund Balance Commitment



7. Review and Recommend the Fiscal Year 2025-26 ACERA 401(h) Account Authorization

Recommended Action: Recommend that the Commission approve the Resolution to fund the Fiscal Year 2025-26 ACERA 401(h) Account Authorization

8. Adjournment



Fiscal Year 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 (4/17/25-5/29/25)		
Strategy	Award Number	Contractor	Contract Start Date	Contract End Date	Original Description of Scope of Work	Amount	Previous CEO-Approved Augmentation	New Award, Amendment or Ancillary Amount	New Total Contract Amount	Description of New Contract or Added Scope of Work
Human Resources	OS-HRE-2325-271	Gallagher Benefit Services, Inc.	2/13/2024	6/30/2025	Funding to conduct an employee class and compensation study.	\$ 128,720.00		\$ 7,810.00	\$ 136,530.00	Funding to add to the classification study and compensation recommendations for Technology positions.
Quality Early Care and Education	PS-ECE-2426-378	Child Care Alliance of Los Angeles	5/15/2025	5/30/2026	n/a			\$ 150,000.00	\$ 150,000.00	Funding to support the administration of Measure C through enhancements to the California ECE Workforce Registry. The contractor will modify and expand the database to accommodate Measure C requirements, expand data sharing capabilities and customized reports, provide enhanced technical assistance for administrators and educators, and provide advisory support on data interoperability and workforce policy alignment.
						\$ 128,720		\$ 157,810.00	\$ 286,530.00	



First 5 Alameda County Executive Committee Meeting

December 5, 2024, 11:00 AM - 12:30 PM

Zoom Webinar Meeting ID: 815 3890 6041

Commissioners Present: Chair: Renee Herzfeld, Tomás A. Magaña, M.D

Commissioners Not Present: Vice Chair: Cecilia Oregón

First 5 Staff Present: Kristin Spanos, Cally Martin, Vanessa Cedeño Geisner, Nick Zhou, Christine Hom, Detra Teal

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
CALL TO ORDER			
R. Herzfeld	The meeting was called to order by Chair Herzfeld who gaveled in at 11:11 AM 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
1. PUBLIC COMMENT			
R. Herzfeld	There was one Public Comment by Daniel Johnson.	None	None
2. STAFF ANNOUNCEMENTS			
K. Spanos	[Attachment] a. General Staff Announcements b. CEO Contract Authorizations No Staff Announcements were provided and the two CEO contract authorizations were provided as written updates.	None	None
3. APPROVE EXECUTIVE COMMITTEE MINUTES FROM JUNE 11, 2024			
R. Herzfeld	[Attachment] Chair Herzfeld asked if there was any public comment before taking a vote to approve. Chair Herzfeld facilitated the vote to approve the June 11, 2024 Executive Committee Meeting minutes.	Motion: Tomás Magaña Second: Renee Herzfeld No Abstentions. Motion passed.	None
4. ADOPT THE 2025 EXECUTIVE COMMITTEE FINAL CALENDAR			
R. Herzfeld	[Attachment] Chair Herzfeld asked if there was any public comment before taking a vote to adopt. Chair Herzfeld facilitated the vote to adopt the 2025 Executive Committee Final Calendar.	Motion: Tomás Magaña Second: Renee Herzfeld No Abstentions. Motion passed.	None

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
5. APPROVE ANNUAL REVISIONS TO GOVERNANCE POLICIES			
N. Zhou C. Hom	[Attachment] a. Financial Policies b. Technology Policies Mr. Zhou presented the revisions to the Financial Policies and Ms. Hom presented the revisions to the Technology 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.	Motion: Tomás Magaña Second: Renee Herzfeld No Abstentions. Motion passed.	None
6. APPROVE FISCAL YEAR 2024-25 CONTRACT AUTHORIZATIONS			
N. Zhou	[Attachment] 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: Tomás Magaña Second: Renee Herzfeld No Abstentions. Motion passed.	None
7. APPROVE FISCAL YEAR 2024-25 CONTRACT AUTHORIZATION			
N. Zhou	[Attachment] Mr. Zhou presented the Fiscal Year 2024-25 Contract 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 Contract Authorization be brought to the Commission for approval.	Motion: Tomás Magaña Second: Renee Herzfeld No Abstentions. Motion passed.	The Fiscal Year 2024-25 Contract Authorization will be brought to the Commission for approval.
8. APPROVE 2025 COST OF LIVING ADJUSTMENT (COLA) RECOMMENDATION			
N. Zhou	[Attachment] Mr. Zhou presented the Cost of Living Adjustment (COLA) Recommendation. Chair Herzfeld asked if there was any public comment before taking a vote to recommend. Chair Herzfeld facilitated the vote to recommend that the Cost of Living Adjustment (COLA) Recommendation be brought to the Commission for approval.	Motion: Tomás Magaña Second: Renee Herzfeld No Abstentions. Motion passed.	The Cost of Living Adjustment (COLA) Recommendation will be brought to the Commission for approval.
9. APPROVE REVISIONS TO EMPLOYEE HANDBOOK			
D. Teal	[Attachment] Ms. Teal 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
10. ADJOURNMENT			
R. Herzfeld	Chair Herzfeld gavelled out, and adjourned the meeting at 11:33 AM.	None	None



First 5 Alameda County Executive Committee Meeting

April 17, 2025, 11:00 AM - 12:30 PM

Zoom Webinar Meeting ID: 897 4715 7647

Commissioners Present: Chair: Cecilia Oregón, Supervisor Fortunato Bas

Commissioners Not Present: Vice Chair: Tomás A. Magaña, M.D

First 5 Staff Present: Kristin Spanos, Cally Martin, Vanessa Cedeño, Steve Spiker, Detra Teal, Nick Zhou

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
CALL TO ORDER			
C. Oregón	The meeting was called to order by Chair Oregón who gaveled in at 11:13 AM and stated that the meeting was being recorded. Commissioners Oregón and Fortunato Bas stated their names to indicate they were present for the meeting.	None	None
1. PUBLIC COMMENT			
C. Oregón	There was no Public Comment.	None	None
2. STAFF ANNOUNCEMENTS			
K. Spanos V. Cedeño Geisner	[Attachment] a. General Staff Announcements b. Legislation and Public Policy Updates c. CEO Contract Authorizations Ms. Spanos presented the General Staff Announcements. Ms. Cedeño Geisner presented the Legislation and Public Policy Updates. The three CEO contract authorizations were provided as a written update.	None	None
3. APPROVE EXECUTIVE COMMITTEE MINUTES FROM DECEMBER 5, 2024			
C. Oregón	[Attachment] Chair Oregón stated that the approval of the Executive Committee Minutes from December 5, 2024 will be moved to an upcoming meeting.	None	The approval of the Executive Committee Meeting Minutes from December 5, 2024 will be moved to the next meeting agenda.
4. APPROVE REVISIONS TO FIRST 5 EMPLOYEE HANDBOOK			
D. Teal	[Attachment] Ms. Teal presented the revisions to First 5 Employee Handbook. Chair Oregón asked if there was any public comment before taking a vote to approve. Chair Oregón facilitated the vote to approve the revisions to the First 5 Employee Handbook.	Motion: Supervisor Fortunato Bas Second: Cecilia Oregón No Abstentions. Motion passed.	None

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
5. APPROVE FISCAL YEAR 2024-25 CONTRACT AUTHORIZATION			
N. Zhou	[Attachment] Mr. Zhou presented the Fiscal Year 2024-25 Contract Authorization. Chair Oregón asked if there was any public comment before taking a vote to approve. Chair Oregón facilitated the vote to approve the Fiscal Year 2024-25 Contract Authorization.	Motion: Supervisor Fortunato Bas Second: Cecilia Oregón No Abstentions. Motion passed.	None
6. RECOMMEND APPROVAL OF FISCAL YEAR 2024-25 CONTRACT AUTHORIZATIONS TO THE COMMISSION			
N. Zhou	[Attachment] Mr. Zhou presented the Fiscal Year 2024-25 Contract Authorizations. Chair Oregón requested that Contract Authorizations memo be revised with additional background information on the contracts. Chair Oregón asked if there was any public comment before taking a vote to recommend. Chair Oregón facilitated the vote to recommend that the Fiscal Year 2024-25 Contract Authorizations be brought to the Commission for approval.	Motion: Supervisor Fortunato Bas Second: Cecilia Oregón No Abstentions. Motion passed.	The Fiscal Year 2024-25 Contract Authorization memo will be revised with the requested information and brought to the Commission for approval.
7. ADJOURNMENT			
C. Oregón	Chair Oregón gaveled out, and adjourned the meeting at 12:13 PM.	None	None

Respectfully Submitted by: Julia Otani, Executive Assistant



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 Administrator, Finance

Date: May 29, 2025

Subject: Fiscal Year 2024-25 Executive Committee Contract Authorization

REQUESTED ACTION

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

BACKGROUND

Per our Financial Policies, Section IX. Purchasing and Contracting, the Executive Committee must approve contract/award amounts between \$200,000 and \$299,999 in aggregate. The following award requires specific authorization from the Executive Committee.

Exygy - \$20,000

On April 17, 2025, the Executive Committee approved a contract augmentation in the amount of \$70,000 to a contract with Exygy. The memo incorrectly stated the original Exygy award amount at \$200,000; the correct award amount was \$220,000. To correct this error, First 5 is requesting approval of a FY 2024-25 \$20,000 contract amendment with Exygy for the scope outlined in the April 2025 action for the continued design, development, build, and launch of the Measure C Early Care and Education (ECE) Emergency Grants application. The extended scope covers new features, new functionality to facilitate processing of applications, and other changes based on feedback from the Beta testing cohort.


Fiscal Impact: Funding is budgeted.

Action Requested: Approve an aggregate FY 2024-25 award amount of \$290,000 for Exygy.

RECOMMENDATION

That the Executive Committee approve the above contract authorization.

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

Approved by:

DocuSigned by:

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Maria Canteros
Senior Administrator, Finance

DocuSigned 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 Administrator, Finance

Date: May 29, 2025

Subject: Fiscal Year 2025-27 Proposed Budget

ACTION REQUESTED

To review, discuss, and provide feedback on the following Fiscal Year 2025-27 Proposed Budget.

BACKGROUND

Each First 5 Commission is required by statute to adopt a Strategic Plan that outlines the use of tobacco tax funds to serve children aged 0-5 and their families. The First 5 Alameda County Commission has approved a five-year Strategic Plan for Fiscal Year (FY) 2022-27. This budget proposal covers the fourth and fifth year of the plan, FY 2025-26 and FY 2026-27. First 5 Alameda staff is requesting approval in principle of the second year of the budget (FY 2026-27) at the identical revenue and expense amounts of FY 2025-26 to enable the agency to engage in two-year awards that span FY 2025-27. The Measure C budget for FY 2026-27 will align with the Five-Year Plan and the full FY 2026-27 budget will be brought to the Commission for consideration next year.

This presentation is the reading of the proposed FY 2025-27 budget. In addition, the list of proposed FY 2025-27 contracts will be presented in conjunction with the proposed budget.

As is the practice of First 5 Alameda County, changes that occur during the fiscal year will be formally incorporated into the budget during the Mid-Year Budget Modification in February 2026.

CURRENT BUDGET PROPOSAL

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

- First 5 staff Salaries and Benefits
- Contracts
- Grants & Stipends
- Professional Service Contracts
- Program Operating Costs
- Infrastructure Costs

AGENDA ITEM 5a

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

REVENUE AND AVAILABLE FUNDS FOR FY 2025-26

Revenues for FY 2025-26 are projected to be \$252.6 million.

REVENUE TYPE	2025-26 PROPOSED	RATIONALE/DETAILS
Tobacco Tax		
	\$9,266,802	The tobacco tax revenue projection (Prop 10, Prop 56 and the California Electronic Cigarette Excise Tax) is based on California Department of Finance and First 5 California projections for county commissions. Tobacco taxes are expected to decrease as per First 5 California's projections updated in September 2024 and reflect the decreased revenue due to the passing of the Prop 31 Flavored Tobacco Ban.
Measure AA Parcel Tax		
	\$44,726,586	City of Oakland Measure AA parcel tax funding for the Oakland Children's Initiative.
Measure C Sales Tax		
	\$189,703,134	Alameda County Measure C sales tax funding for the Children's Health and Child Care Initiative.
Other First 5 Income		
	\$851,803	Funding includes the IMPACT Legacy grant to support local QRIS work and funding for the IMPACT Local Regional Training and Technical Assistance Hub from First 5 California via First 5 San Benito.
Other Local (Interagency) Income		
	\$2,826,725	Funding includes contracts with Alameda County Health (a combined contribution from Alameda County Health, Social Services Agency, Probation Department, and Child Support Services) to support Fathers Corp work; funding from the Alameda County Office of Education/CA State Block Grant for projected monies for the QRIS grant; funding from Alameda County Public Health Department for shared ECChange maintenance and hosting costs; funding from Alameda County Social Services Agency for workforce development activities, Early ID activities, and projected monies from the California Department of Social Services for Quality Counts California QRIS Block Grant.

AGENDA ITEM 5a

Grants		
	\$1,914,725	Funding from Sunlight Giving for general operating support; Alameda Alliance for Health, Child Family & Community Services funding to support Parent Engagement activities, Heising-Simons Foundation, Kaiser Permanente Foundation, Kresge Foundation, and smaller grants to support Fatherhood Summit activities.
Fiscal Leveraging		
	\$3,026,216	Projected funding for Medi-Cal Administrative Activities (MAA); estimates are based on MAA invoices submitted in FY 2024-25.
Other Income		
	\$298,181	Projected income from investment interest and dividend earnings.
Total Revenue	\$252,614,172	Tobacco Tax, Other First 5 Income, Interagency Income, Grants, Fiscal Leveraging and Other Income.

EXPENDITURES FOR FY 2025-26

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

PROGRAMS STRATEGIES:

- Pediatric Care Coordination (formerly Early Identification, Screening and Care Coordination)
- Parent Partnership
- Neighborhoods Ready for School
- Fatherhood
- Early Care and Education

AGENCY STRATEGIES:

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

OPERATIONAL SUPPORT STRATEGY (Technology, Planning, Finance, Human Resources, Administration & Facilities)

The following Expense proposal provides the cost for each of the ten strategies detailed in the Strategic Plan and an additional agency budget strategy for the Oakland Children's Initiative.

The program strategy expenditures presented below consist of Salaries and Benefits, Program related Contracts, Grants, Stipends, Professional Services costs and Program Operating costs. Operational Support Strategies include Finance, Human Resources, Technology, Planning, Administration and Facilities costs. Indirect agency infrastructure costs are reflected in the

AGENDA ITEM 5a

Operational Support Strategies budgets. The budget narrative provides detail on each Strategy and is to be read in conjunction with the Strategic Plan.

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

Administrative Cost Analysis

First 5 Alameda County has implemented the new Administrative Cost Policy, approved by the Executive Committee on February 8, 2024. This revision aligns with the requirements set forth by AB 109 and SB 35, and adheres to the First 5 Financial Management Guide, ensuring compliance with state regulations. Moving away from a fixed cap, the policy now incorporates a detailed analysis of our indirect costs, conducted annually. This process allows us to determine a more precise allocation for administrative expenses. For the fiscal year 2025-26, this refined approach has resulted in an administrative cost allocation of 15%. This modification in our policy ensures that our budgeting is both responsible and reflective of our operational costs and needs, supporting our ongoing commitment to serving the children and families of Alameda County more efficiently.

The proposed budgets’ costs are:

FY 2025-26 Costs	
Program	83%
Evaluation	2%
Administration	15%
TOTAL	100%

The proposed budget amounts in the following section represent the direct costs associated with each strategy before any adjustments for indirect costs.

Salaries and Benefits

For FY 2025-26, total salaries and benefits are projected to be \$30,524,722. Salaries are budgeted based on actual amounts. Benefits are budgeted at 54% of salaries. Consistent with direction from the Commission, the approved benefit package remained mostly consistent with the County of Alameda, including membership in the Alameda County Employee’s Retirement Association (ACERA). The 54% allocation is based on actual cost estimates that are revised periodically as needed.

AGENDA ITEM 5a

The **Pediatric Care Coordination** budget proposal for FY 2025-26 is **\$4,350,033** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$4,350,033	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Alameda County Social Services Agency ▪ Alameda Alliance for Health 	<ul style="list-style-type: none"> ▪ Connect children and families to preventive care, child development resources, early intervention and community supports, and help families navigate a complex system of service providers, ensuring equitable access to health and social resources ▪ Broaden screening efforts in alignment with Help Me Grow (HMG) Strategic Plan including enhancing screening technology and purchase of Ages & Stages Questionnaire (ASQ) kits ▪ Continue support for HMG Pediatric Care ▪ Continue programming for Project DULCE ▪ Continue to explore local system integration and expansion with managed care plans, health care, and social services agencies

The **Parent Partnership** strategy budget proposal for FY 2025-26 is **\$3,283,382** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$3,283,382	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Child Family & Community Services 	<ul style="list-style-type: none"> ▪ Continue support of Family Navigation services ▪ Continue support of parent focused services prioritizing children ages 0-3 years with community partners and parent leaders to inform programming and investments

The **Neighborhoods Ready for School** strategy budget proposal for FY 2025-26 is **\$3,482,597** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$3,482,597	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Measure C Sales Tax 	<ul style="list-style-type: none"> ▪ Continue support of programs and services in the Castlemont Corridor and to conduct neighborhood outreach and family engagement activities ▪ Continue implementation of place-based investments in West and East Oakland, Fruitvale/San Antonio Oakland neighborhoods, and Union City

AGENDA ITEM 5a

The **Fatherhood** strategy budget proposal for FY 2025-26 is **\$1,154,616** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$1,154,616	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Alameda County Health ▪ Private Foundation Grants 	<ul style="list-style-type: none"> ▪ Continue incorporating Father Friendly Principles into additional programs and community initiatives ▪ Continue Father Friendly Principles awareness, adoption, implementation, and capacity building campaign to public systems and CBOs ▪ Implement Fatherhood Interagency Workgroup ▪ Support for the bi-annual Fatherhood Summit ▪ Support for the Prenatal Black Fathers Group pilot program

The **Early Care and Education** strategy budget proposal for FY 2025-26 is **\$160,595,078** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$160,595,078	<ul style="list-style-type: none"> ▪ Measure C Sales Tax ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ First 5 San Benito ▪ Alameda County Office of Education ▪ Alameda County Social Services Agency ▪ California Department of Social Services 	<ul style="list-style-type: none"> ▪ Implement Year One of Measure C Five-Year Program Plan <ul style="list-style-type: none"> ▪ Enhancing Child-Centered Spaces (Facilities, Community Spaces and programming) ▪ Increasing Access to Child Care (Family Resource Centers, Inclusive Environments, Subsidized Care) ▪ Recruiting, Retaining and Supporting Early Educators (ECE Emergency Grants, Workforce and Professional Development) ▪ Continue to implement Quality Rating and Improvement System (QRIS) ▪ Continue to support trainings, playgroups and provide stipends for Family, Friend and Neighbor providers and Family Child Care sites ▪ Continue support for sustainable advising and professional development in institutions of higher education

AGENDA ITEM 5a

The **Data and Evaluation** strategy budget proposal for FY 2025-26 is **\$6,640,967** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$6,640,967	<ul style="list-style-type: none"> ▪ Measure C Sales Tax ▪ Indirect Revenue 	<ul style="list-style-type: none"> ▪ Continue to support evaluations of ECE Workforce activities and Measure C programming ▪ Planning and implementation of Early Development Instrument (EDI) tool ▪ Continue development of data dashboard, performance monitoring and analysis for each First 5 program strategy in alignment with results-based accountability

The **Policy and Advocacy** strategy budget proposal for FY 2025-26 is **\$2,401,534** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$2,401,534	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Measure C Sales Tax ▪ Indirect Revenue 	<ul style="list-style-type: none"> ▪ Continue focus on local policy and systems changes to result in the institutionalization of the work that began at First 5 ▪ Contribute to First 5 Association policy work ▪ Continue developing an annual policy platform for local efforts aligned with First 5 programs and priorities around school readiness, child development, family supports, and child friendly neighborhoods ▪ Continue coordination of the Measure C Community Advisory Council (CAC) activities ▪ Continue support of Alameda County Early Childhood Policy Committee activities

The **Training** strategy budget proposal for FY 2025-26 is **\$1,165,168** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$1,165,168	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Measure C Sales Tax 	<ul style="list-style-type: none"> ▪ Continue to provide training on best and promising practices, and peer learning communities for the multi-disciplinary workforce serving families with young children ▪ Develop curriculum and capacity building tools connecting trainings to workforce development, parent engagement, and place-based strategies ▪ Support for Parent Engagement trainings ▪ Support training for staff development program

AGENDA ITEM 5a

The **Communications** strategy budget proposal for FY 2025-26 is **\$2,211,864** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$2,211,864	<ul style="list-style-type: none"> ▪ Measure C Sales Tax ▪ Heising-Simons Foundation ▪ Indirect Revenue 	<ul style="list-style-type: none"> ▪ Launch a public awareness campaign for Measure C ▪ Develop Measure C communications and outreach campaigns in support of implementation strategies and activities ▪ Continue development of dissemination strategy for First 5 reports and information ▪ Continue development of social media strategy ▪ Develop multi-year campaign that connects with policy platform, parent engagement, and education on child development ▪ Develop collateral materials regarding impacts of First 5 investments to promote sustainability and scale

The **Operational Support (Finance, Human Resources, Technology, Planning, Administration and Facilities)** strategy budget proposal for FY 2025-26 is **\$26,651,902** and consists of:

OPERATIONAL SUPPORT STRATEGY		
FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$26,651,902	<ul style="list-style-type: none"> ▪ Measure C Sales Tax ▪ Sunlight Giving Foundation ▪ Alameda County Public Health Department ▪ Alameda County Social Services Agency ▪ Indirect Revenue 	<ul style="list-style-type: none"> ▪ Includes Administration, Technology, Finance, Human Resources, Commission, Planning, Facilities Management and consolidated operating costs to support agency operations and administration of Measures C and AA. ▪ Expand and update data systems to build capacity for cross data systems exchange of information including the enhancement of internal databases, expansion of data system agility and responsiveness, improved performance and productivity, update of electronic data sharing confidentiality and privacy practices ▪ Continue design of a Coordinated Eligibility and Enrollment System ▪ Includes agency wide infrastructure costs of insurance, memberships/dues, professional services, utilities, janitorial, and maintenance

AGENDA ITEM 5a

In addition to the ten strategies in the Strategic Plan, the **Oakland Children's Initiative** strategy budget proposal for FY 2025-26 is **\$40,677,031** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$40,677,031	<ul style="list-style-type: none"> City of Oakland Measure AA Parcel Tax 	<ul style="list-style-type: none"> Continue as Implementation Partner for Oakland Children's Initiative Early Education Fund Continue investments for Oakland Unified School District and City of Oakland Head Start for service expansion, family support, and capacity-building to benefit low-income 3- and 4-year-old children in Oakland


FISCAL IMPACT

The fiscal impact is **\$252,614,172** in budgeted expenses, which will be funded by a combination of Prop 10, Measure C, Measure AA, and other revenue sources.

RECOMMENDATION

That the Executive Committee recommend the Commission approve the Fiscal Year 2025-27 Proposed Budget.

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 Administrator, Finance

Approved by:

DocuSigned by:

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 Kristin Spanos
 Chief Executive Officer



First 5 Alameda County
Proposed Budget - Revenue
July 1, 2025 - June 30, 2026

AGENDA ITEM 5a1

	Revenues	footnote	Final Revised Budget FY2024-25	Proposed Original Budget FY2025-26	Change Increase/ (Decrease)
	Tobacco Tax Revenue	1	9,716,994	9,266,802	(450,192)
	Measure AA Parcel Tax Revenue	2	32,519,042	44,726,586	12,207,544
	Measure C Sales Tax Revenue	3	124,698,027	189,703,134	65,005,107
	Other First 5 Income				
	First 5 San Benito (IMPACT Legacy & HUB)	4	704,825	851,803	146,978
	First 5 San Benito (Home Visiting Regional Technical Assistance)	5	170,171	-	(170,171)
	Total Other First 5 Income		874,996	851,803	(23,193)
	Other Local (Interagency) Income				
	Alameda County Health Care Services Agency (Fathers Corp)		400,000	400,000	(0)
	Alameda County Office of Education (QRIS Block Grant)		614,934	614,937	3
	Alameda County Public Health Dept. (shared Technology costs)		171,409	179,409	8,000
	Alameda County Social Services Agency (CEL Application)	5	421,684	-	(421,684)
	Federal Pass-through Grants:				
	Alameda County Social Services Agency (Family Navigator, Comprehensive Child Development and Workforce Pilot)		725,000	725,000	(0)
	Federal Pass-through State Grants:				
	California Dept. of Social Services (QCC QRIS Block Grant)		1,339,415	907,379	(432,036)
	Total Interagency Income		3,672,442	2,826,725	(845,717)
	Grants				
	Sunlight Giving		440,000	200,000	(240,000)
	Alameda Alliance for Health		1,594,344	921,725	(672,619)
	Hellman Foundation (via CA Children and Families Foundation)	5	100,000	-	(100,000)
	Stupski Foundation	5	104,492	-	(104,492)
	Kaiser Permanente		95,000	95,000	-
	Child Family & Community Services (via CA Children and Families Foundation)	6	488,282	418,000	(70,282)
	Heising-Simons Foundation	5	75,000	75,000	-
	Kresge Foundation	7	100,000	150,000	50,000
	Fatherhood Summit Sponsors: Cal Wellness Foundation, First 5 CA, Heising Simons	7	55,000	55,000	-
	Total Grants		3,052,118	1,914,725	(1,137,393)
	Fiscal Leveraging - MediCal Administrative Activities	8	2,500,000	3,026,216	526,216
	Other Income				
	Investment Revenue		-	298,181	298,181
	Miscellaneous Revenue - Other		-	-	-
	TOTAL REVENUE		177,033,619	252,614,172	75,580,553
	RESERVES				
	Proposition 10 - Sustainability Funds		-	-	-
	TOTAL REVENUES & AVAILABLE FUNDS		177,033,619	252,614,172	75,580,553
	Footnotes:				
	1 Prop 10 Tobacco Tax revenue for Alameda County has been updated to reflect the projected decrease provided by the State in September 2024.				
	2 The City of Oakland's Parcel Tax revenue has been updated to reflect the FY 2025-26 proposed activities for the Oakland Children's Initiative.				
	3 Measure C Sales Tax revenue as been added to reflect the FY 2025-26 Annual Expenditure Plan.				
	4 Revenue has been updated for contracts amounts from: First 5 San Benito, Alameda County Health Care Services Agency, Alameda County Office of Education, and California Department of Social Services.				
	5 One-time funding, not renewed for FY 2025-26 from: Alameda County Social Services Agency, First 5 San Benito, Hellman Foundation, Stupski Foundation,				
	6 Revenue from Kaiser Foundation (for Fatherhood programming) and Heising Simons Foundation (for Measure C implementation activities) received in FY 2024-25 for planned FY 2025-26 activities.				
	7 Revenue from the Kresge Foundation, First 5 California, California Wellness Foundation and Heising Simons received un FY 2024-25 as sponsors of the Fatherhood Summit, scheduled for September 2025.				
	8 Projected funding for Medi-Cal Administrative Activities (MAA); estimates are based on MAA invoices submitted in FY 2024-25.				



First 5 Alameda County
Proposed Budget by Expenditure Category
July 1, 2025 - June 30, 2026

AGENDA ITEM 5a2

Expenditures	Final Revised Budget FY2024-25	Proposed Budget FY2025-26	Variance from Prior Year
Personnel Costs	\$24,720,794	\$30,524,722	\$5,803,928
Program Contracts/Grants	\$149,281,665	\$217,909,541	\$68,627,876
Program Operating Costs	\$1,277,727	\$1,969,077	\$691,350
Infrastructure Costs	\$1,753,433	\$2,210,833	\$457,400
TOTAL EXPENDITURES	\$177,033,619	\$252,614,172	\$75,580,553

Notes:

FY 2025-26 proposed expenditure budget categories (personnel, contracts and grants, program operating costs, and infrastructure costs) show an increase due to the inclusion of Measure C activities across strategies.



First 5 Alameda County
Proposed Expenditure Budget By Strategy
July 1, 2025 - June 30, 2026

AGENDA ITEM 5a3

	Pediatric Care Coordination	Parent Partnership	Neighborhoods Ready for School	Fatherhood	Early Care & Education	Data & Evaluation	Policy & Advocacy	Training	Communications	Operational Support			Oakland Children's Initiative	TOTAL PROPOSED ORIGINAL BUDGET
										Technology	Planning	Finance, Human Resources & Admin/Facilities		
FY 2025-26 PROPOSED ORIGINAL BUDGET														
	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26
Personnel Costs														
Salaries & Benefits	3,387,598	737,592	852,318	535,325	5,211,686	3,763,967	1,960,608	627,765	1,023,837	3,784,075	1,530,634	7,109,316	0	30,524,722
Program Contracts/Grants														
Contracts	889,335	2,538,740	2,579,279	355,000	154,448,930	2,834,000	242,281	459,200	877,200	3,330,000	0	8,095,093	40,622,031	217,271,090
Grants & Stipends	0	0	0	3,000	274,000	0	0	0	0	0	0	0	0	277,000
Professional Services	0	0	36,000	157,000	85,151	0	0	58,300	0	0	0	25,000	0	361,451
Total Contracts/Grants	889,335	2,538,740	2,615,279	515,000	154,808,081	2,834,000	242,281	517,500	877,200	3,330,000	0	8,120,093	40,622,031	217,909,541
Program Operating Costs	73,100	7,050	15,000	104,291	575,311	43,000	198,645	19,903	310,827	111,000	0	455,950	55,000	1,969,077
Infrastructure Costs	0	0	0	0	0	0	0	0	0	1,063,508	0	1,147,325	0	2,210,833
Total Direct Program Costs	4,350,033	3,283,382	3,482,597	1,154,616	160,595,078	6,640,967	2,401,534	1,165,168	2,211,864	8,288,584	1,530,634	16,832,684	40,677,031	252,614,172



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 Administrator, Finance

Date: May 29, 2025

Subject: Fiscal Year 2025-2035 Long Range Financial Plan

ACTION REQUESTED

To review the following Fiscal Year (FY) 2025-2035 Long Range Financial Plan.

BACKGROUND

First 5 Alameda County has adopted a Long-Range Financial Plan (LRFP) annually since March 2004. Adoption of a Long-Range Financial Plan has been a statutory requirement of all First 5 Commissions since 2006-07. The current LRFP was formally approved by the Commission in June 2024. An update to the LRFP is included with underlying assumptions as well as historical background information. The update reflects the Proposed Budget for FY 2025-26 and the most recent Tobacco Tax revenue forecast from the California Department of Finance and First 5 California as of September 2024.

MINIMUM FUND BALANCE REQUIREMENTS

Historically, the policy required maintaining a minimum fund balance equal to six months of Prop 10 operating expenses, plus an amount to cover fiscal obligations under the Reduction in Workforce Policy. However, in light of Measure C implementation planning, the Commission approved a temporary suspension of this six-month minimum requirement effective October 3, 2024. This suspension will remain in place until the receipt of Measure C funds, which is anticipated to be released shortly after the presentation of the Child Care, Preschool, and Early Education Five-Year Program Plan and Budget to the Alameda County Board of Supervisors in mid-June 2025. Upon receipt of Measure C funds, including the Proposition 10 payback, the six-month minimum balance policy will be automatically reinstated.

This change has provided necessary administrative flexibility to support the ramp-up period for Measure C and allowed continued use of the Sustainability Fund to maintain agency capacity, bridge funding gaps, and support implementation readiness. Borrowing from the Fund for this purpose was authorized by the Commission, with the expectation of restoring borrowed amounts once Measure C revenues are received.

AGENDA ITEM 5b


FISCAL IMPACT

There is no fiscal impact.

RECOMMENDATION

That the Executive Committee recommend the Commission approve the following Fiscal Year 2025-2035 Long Range Financial Plan.

Submitted by:

Signed by:

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Nick Zhou
Chief Financial Officer

Approved by:

DocuSigned by:

ED699D4561544E4...
Kristin Spanos
Chief Executive Officer

DocuSigned by:

84937A244274F9...
Maria Canteros
Senior Administrator, Finance

Reviewed by:

DocuSigned by:

F38237346EC4482...
Cally Martin
Deputy Chief Executive Officer

ASSUMPTIONS FOR THE REVISED LONG RANGE FINANCIAL PLAN

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

REVENUES

FY 2024-25 figures reflect the revised budget approved in February 2025. For FY 2025-26 and subsequent years, the following revenue assumptions were used:

- **Tobacco Tax** – The California Department of Finance (DoF) prepared revised projections of First 5 tobacco tax revenues in September 2024 through FY 2028-29. Revenue projections are estimated and include Proposition 10, Proposition 56 backfill, California Electronic Cigarette Excise Tax (CECET), estimated interest earned by the account, less adjustments for California Department of Tax and Fee Administration's administrative costs, backfill to Prop 99 and Breast Cancer Fund and statewide assessments. The allocations are based off published birth rate data which was updated July 19, 2023. The projections listed below cover FY 2024-2035.

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

<u>Fiscal Year</u>	<u>DoF Projection</u>	<u>Actual Revenue</u>	<u>Fiscal Year</u>	<u>DoF Projection</u>	<u>Actual Revenue</u>
2010-2011	\$14.0m	\$14.3m	2023-2024	\$9.9m	\$9.9m
2011-2012	\$13.8m	\$14.5m	2024-2025	\$9.7m	
2012-2013	\$13.3m	\$13.6m	2025-2026	\$9.3m	
2013-2014	\$13.2m	\$13.2m	2026-2027	\$8.9m	
2014-2015	\$13.0m	\$13.3m	2027-2028	\$8.3m	
2015-2016	\$12.1m	\$13.2m	2028-2029	\$8.0m	
2016-2017	\$11.6m	\$12.6m	2029-2030	\$7.6m	
2017-2018	\$10.6m	\$11.3m	2030-2031	\$7.2m	
2018-2019	\$12.8m	\$12.1m	2031-2032	\$6.8m	
2019-2020	\$11.5m	\$12.6m	2032-2033	\$6.5m	
2020-2021	\$11.9m	\$13.0m	2033-2034	\$6.2m	
2021-2022	\$12.9m	\$12.5m	2034-2035	\$5.9m	
2022-2023	\$11.0m	\$11.1m			

Based on the above DoF projection for FY 2025-26, the Long-Range Financial Plan assumes a 5% decrease in tax revenue from the prior year. Beyond FY 2025-26, revenues are expected to continue declining by approximately 4% to 6% annually through 2035. If actual revenues show a significant change during the year, the projection for the current year will be brought to the Commission at mid-year, along with other budget modification proposals.

- **Measure AA Tax Revenue** – \$44,726,586
 - Funding from the City of Oakland Measure AA parcel tax for the Oakland Children's Initiative Early Education Fund activities

- **Federal Pass-Through Contracts and Grants – \$1,632,379**
 - Funding from Alameda County Social Services Agency to support early child development activities in the Castlemont neighborhood, workforce development pilot and family navigation services (\$725,000)
 - Funding from the California Department of Social Services Quality Counts California (QCC) QRIS Block Grant (\$907,379)
- **State Grants - \$851,803**
 - Funding from First 5 California via First 5 San Benito (IMPACT Legacy \$787,780 and IMPACT Local Regional T/TA Hub \$64,023) to support local QRIS work including rating and quality improvement in child care settings
- **Local Contracts and Grants - \$1,194,346**
 - Funding from Alameda County Health, Alameda County Social Services Agency, Alameda County Probation Department, and Alameda County Child Support Services to support Fathers Corps work (\$400,000)
 - Alameda County Public Health Department funding for ECChange database hosting and maintenance (\$179,409)
 - Funding from Alameda County Office of Education Block Grant to support Quality Rating Improvement Systems (QRIS) work (projected award \$614,937)
- **Other (Private) Grants – \$1,914,725**
 - Projected funding from the Alameda Alliance for Health for continued support of Help Me Grow's member engagement activities related to care coordination (\$921,725)
 - Funding from Sunlight Giving for general operating support (\$200,000)
 - Funding from the Child Family & Community Services (via CA Children and Families Foundation) to fill gaps in Alameda County's early childhood system (\$418,000)
 - Funding from the Heising-Simons Foundation to support Measure C strategic communications activities (\$75,000)
 - Funding from Kaiser Hospitals Foundation to support Fatherhood's Prenatal Black Fathers Group pilot program (\$95,000)
 - Funding to support the Fatherhood Summit from Kresge Foundation (\$150,000) First 5 California (\$10,000), California Wellness Foundation (\$20,000) and Heising-Simons Foundation (\$25,000)

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

- **Investment Income –** Projected interest and dividend income earned from investments (\$298,181)
- **Fiscal Leveraging –** Since FY 2009-10, fiscal leveraging revenues consist entirely of federal reimbursements under the Medi-Cal Administrative Activities (MAA) program. Gross MAA revenues for the prior fiscal year are usually received 8-12 months in arrears. As a result of the perpetual time study methodology introduced by the granting agency in FY 2013-14 and the inclusion of actual client count for invoicing, revenues have averaged approximately \$2.8 million. For the purposes of this LRFP, it is assumed that programs eligible for MAA claiming will be reimbursed in FY 2025-26 budget year at

AGENDA ITEM 5b

\$3 million and conservatively continuing between \$3 million to \$4 million through FY 2034-35.

EXPENSES

FY 2025-26 expenditure figures are from the current proposed budget process. For FY 2026-35, total expenses have been reduced to leave a minimum fund balance as recommended below. The plan does not provide for any cost-of-living allowances or inflationary increases. In prior years these increases have been covered within the range of annual budgetary savings, and this is expected to continue in future years as well.

Use of Sustainability Funds

First 5 has used the Sustainability Fund to support a steady state to maintain Agency capacity as we anticipate the continued build-out of the early childhood system and to close the gap between program costs and declining Prop 10 revenue. Additionally, since the passage of Measure C, First 5 has temporarily loaned funds from the Sustainability Fund to help the organization prepare for implementation.

A transfer of approximately \$19.9 million from Measure C to the Proposition 10 fund is anticipated to repay the amounts previously loaned to support Measure C readiness activities. This transfer is subject to approval of the Measure C spending plan by the Alameda County Board of Supervisors. Once approved and received, these funds will be restored to the Sustainability Fund.

MINIMUM FUND BALANCE REQUIREMENTS

First 5 Alameda County has historically maintained a minimum fund balance in the Sustainability Fund equal to six months of Prop 10 operating expenses plus an amount to cover fiscal obligations under the Agency's Reduction in Workforce Policy. These reserves serve as an operating buffer to address ongoing cash flow requirements and potential delays in receiving state tobacco tax revenues or other income.

However, in October 2024, the Commission approved a temporary suspension of the six-month minimum fund balance policy. This change was made to support First 5's administrative and financial flexibility during the ramp-up and planning phase of Measure C implementation. The suspension will remain in effect until the County of Alameda releases Measure C funding, at which time the six-month minimum fund balance requirement will automatically be reinstated.

The Sustainability Fund continues to be a key mechanism for maintaining Agency capacity, bridging funding gaps, and preparing for Measure C. The Commission also authorized temporary borrowing from the Fund for implementation readiness. Upon receipt of Measure C funds, borrowed amounts will be restored.

HISTORICAL BACKGROUND

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

AGENDA ITEM 5b

The Sustainability Fund is projected to be approximately \$14.9 million at the end of the current 24-25 fiscal year and was accumulated in a number of ways over the past years. First, the Fund developed through the initial reserve that occurred when tax dollars were accumulated but could not be spent until a Strategic Plan was passed (Jan. 1999-Jan. 2000). Thereafter, contributions to the Sustainability Fund were intentionally budgeted over several years (2001-2004). Finally, budgeted funds that remained unspent were directed by the Commission to be added to the Sustainability Fund, rather than be rolled-over to the subsequent year's budget (2001-present). It is important to note however that, Sustainability Funds have been budgeted for program use since 2005-06, which means that expenses have been projected higher than revenues in each of those years, but budget savings in those years made it unnecessary to draw from the Fund. These changes have resulted in draws periodically from the Sustainability Fund only since FY 2009-10.

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

Draw down from Sustainability for Operations (\$millions)

<u>Fiscal Year</u>	<u>Planned draw down</u>	<u>Actual amount drawn</u>
<u>FY 2009-2013 Strategic Plan</u>		
2009-10	\$6.9m	\$3.3m
2010-11	\$9.3m	\$6.7m ¹
2011-12	\$4.1m	\$0.8m
2012-13	\$9.0m	\$5.3m ²
<u>FY 2013-17 Strategic Plan</u>		
2013-14	\$1.7m	\$0.0
2014-15	\$2.3m	\$1.5m
2015-16	\$2.3m	\$1.2m
2016-17	\$4.9m	\$0.0
<u>FY 2017-22 Strategic Plan</u>		
2017-18	\$3.5m	\$0.0
2018-19	\$2.0m	\$0.0
2019-20	\$3.7m	\$0.0
2020-21	\$6.1m	\$1.4m
2021-22	\$4.1m	\$2.0m
<u>FY 2022-27 Strategic Plan</u>		
2022-23	\$5.0m	\$2.3m
2023-24	\$5.9m	\$5.4m
2024-25	\$13.2m	
2025-26	\$0.0m	

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

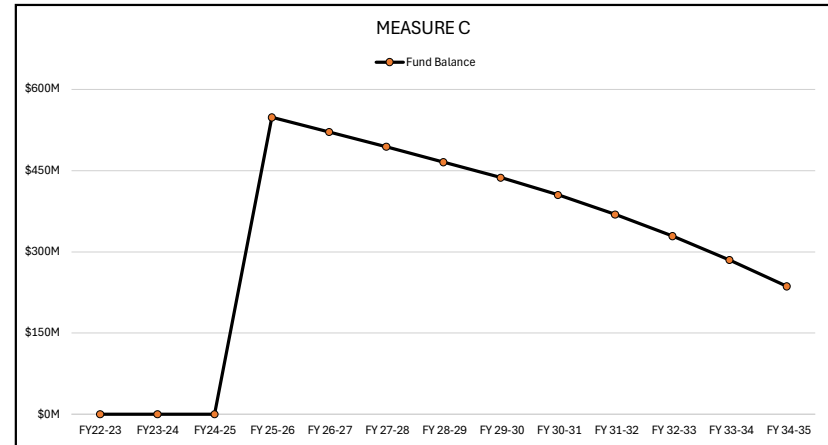
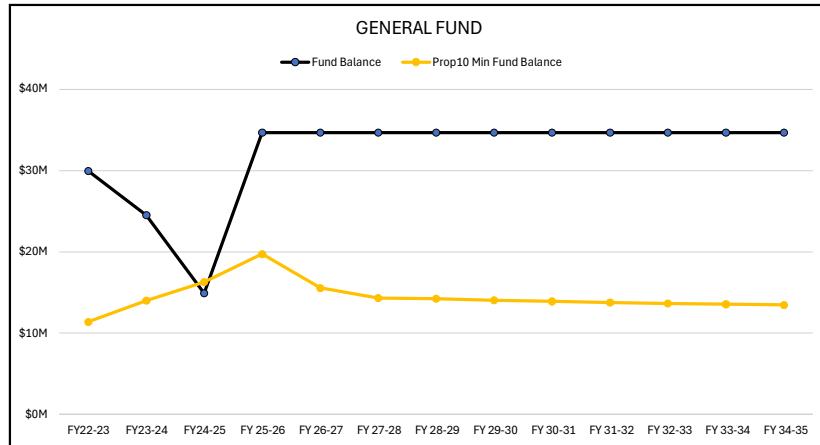
² Purchase of office building at 1115 Atlantic Ave., Alameda in April 2013.

	2022 - 2027 Strategic Plan												
	FY22-23 Actual	FY23-24 Actual	FY24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	FY 29-30 Projected	FY 30-31 Projected	FY 31-32 Projected	FY 32-33 Projected	FY 33-34 Projected	FY 34-35 Projected
GENERAL FUND													
BEGINNING BALANCE AS OF JULY 1	32,115,751	29,971,981	24,545,464	14,909,044	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229
Projected Revenue													
Proposition 10 Tobacco Tax	11,017,437	9,932,086	9,716,994	9,266,083	8,903,311	8,374,184	7,993,433	7,593,761	7,214,073	6,853,370	6,510,701	6,185,166	5,875,908
Fiscal Leveraging (MAA)	1,553,416	3,058,291	2,500,000	3,026,216	3,117,002	3,210,512	3,306,828	3,406,032	3,508,213	3,613,460	3,721,864	3,833,520	3,948,525
Grant Income													
Federal	1,687,010	1,961,665	2,064,415	1,632,379	1,625,000								
State	1,225,293	1,133,272	704,825	851,803	-								
Local	1,263,997	1,554,606	1,186,343	1,194,346	400,000								
Private	3,281,161	1,560,759	2,977,118	1,914,725	-								
Investment Income	102,156	1,092,247	530,040	223,636	260,184	260,184	260,184	260,184	260,184	260,184	260,184	260,184	260,184
Admin Fee Income	478,273	2,276,650	3,249,142	21,295,294	16,835,935	16,810,150	16,920,063	16,844,157	16,844,157	16,844,157	16,844,157	16,844,157	16,844,157
Misc. Income	20,500	51,060											
Transfer In				19,857,450									
Total Projected Revenue & Transfer In	20,629,243	22,620,636	22,928,876	59,261,931	31,141,433	28,655,030	28,480,508	28,104,135	27,826,628	27,571,171	27,336,906	27,123,027	26,928,774
Total Projected Expense & Transfer Out	22,773,013	28,047,153	32,565,296	39,479,747	31,141,433	28,655,030	28,480,508	28,104,135	27,826,628	27,571,171	27,336,906	27,123,027	26,928,774
Total Projected Surplus/Deficit	(2,143,770)	(5,426,517)	(9,636,420)	19,782,185	-	-	-	-	-	-	-	-	-
ENDING BALANCE	29,971,981	24,545,464	14,909,044	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229
Minimum Prop 10 Fund Balance Required	11,386,507	14,023,577	16,282,648	19,739,873	15,570,716	14,327,515	14,240,254	14,052,067	13,913,314	13,785,585	13,668,453	13,561,513	13,464,387
MEASURE C				Y1	Y2	Y3	Y4	Y5					
BEGINNING BALANCE AS OF JULY 1	-	-	-	-	548,539,416	521,572,217	494,484,153	465,780,720	437,481,705	405,389,373	369,379,448	329,324,442	285,093,581
Projected Revenue													
Measure C Revenue - CY	-			150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000
Measure C Revenue - PY				600,000,000									
Measure C Interest Income				8,100,000	8,228,091	7,823,583	7,417,262	6,986,711	6,562,226	6,080,841	5,540,692	4,939,867	4,276,404
Total Projected Revenue & Transfer In	-	-	-	758,100,000	158,228,091	157,823,583	157,417,262	156,986,711	156,562,226	156,080,841	155,540,692	154,939,867	154,276,404
Expense													
Projected Expense				189,703,134	185,195,290	184,911,648	186,120,695	185,285,726	188,654,557	192,090,765	195,595,697	199,170,728	

FIRST 5 ALAMEDA COUNTY LONG-RANGE FINANCIAL PLAN

2022 - 2027 Strategic Plan													
FY22-23	FY23-24	FY24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	
Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	

Fund Balance :



Assumption:

Projected Prop 10 annual revenue decline rate	-5.0%
Projected Medi-Cal Administrative Activities (MAA) annual revenue growth rate	3.0%
Projected Investment annual yield	1.5%
Projected Inflation rate	2.0%
Measure AA (OCI): Activities are assumed through FY 2026-27 (end of current contract term) and expected to continue thereafter.	

AGENDA ITEM 5c



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 Administrator, Finance

Date: May 29, 2025

Subject: Fiscal Year 2025-27 Budget – Proposed Contracts List

REQUESTED ACTION

To review the following Fiscal Year (FY) 2025-27 budget contract authorizations.

BACKGROUND

Per our Financial Policies, Section IX. Purchasing and Contracting, the Commission must approve contract/award amounts of \$300,000 and above in aggregate.

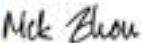
As part of the FY 2025-27 budget presentation, First 5 brings forward a full list of all identified contract authorizations for Commission review and approval. The attached list of contracts includes award amounts below the Commission-level authorization.

Fiscal Impact: Funding is included in the proposed FY 2025-27 budget.

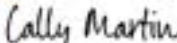
RECOMMENDATION

That the Executive Committee recommend the Commission approve the attached list of Fiscal Year 2025-27 contract authorizations.

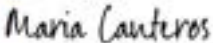
Submitted by:

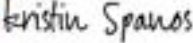
Signed by:

Nick Zhou
Chief Financial Officer

Reviewed by:

DocuSigned by:

Cally Martin
Deputy Chief Executive Officer

Approved by:

DocuSigned by:

Maria Canteros
Senior Administrator, Finance

DocuSigned by:

Kristin Spanos
Chief Executive Officer

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

Strategy	Contractor Name	Program/Project	Scope of Work/Description	New, Amendment or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Communications								
Communications	Band Together Communications	Strategic Communications Advising and Support	Funding to provide communications advising and consulting services to First 5 Leadership staff and communications support for Measure C implementation.	Renewal	July 1, 2025-June 30, 2026	\$ 250,000		\$ 250,000
Communications	Full Court Press	Communications Implementation Support	Funding to develop communications strategies, content, and materials to amplify the work of First 5's programs and policy advocacy, including Measure C work.	Renewal	July 1, 2025-June 30, 2026	\$ 50,000		\$ 50,000
Communications	Karen Capraro	Annual Report Graphic Design	Funding to complete graphic design and microsite development for the agency's Annual Report, and other graphic design projects as assigned.	Renewal	July 1, 2025-June 30, 2026	\$ 40,000		\$ 40,000
Communications	Yellow & Blue Communications	Public Awareness Campaign	Funding to provide creative development of advertisements and complete ad buys for out-of-home and online/social media advertising campaign related to Measure C implementation.	Renewal	July 1, 2025-June 30, 2026	\$ 117,200		\$ 117,200
Data and Evaluation								
Data and Evaluation	American Institutes for Research (AIR)	Measure C Evaluation	Funding to design the evaluation for Measure C.	New	July 1, 2025-June 30, 2027	\$ 381,000	\$ 469,000	\$ 850,000
Data and Evaluation	New Haven Unified School District (NHUSD)	Early Development Instrument (EDI) Planning Grant	Funding to provide planning grants to school districts for Early Development Instrument (EDI) implementation.	New	July 1, 2025-June 30, 2026	\$ 35,000		\$ 35,000
Data and Evaluation	Oakland Unified School District (OUSD)	Early Development Instrument (EDI) Planning Grant	Funding to provide planning grants to school districts for Early Development Instrument (EDI) implementation.	New	July 01, 2025-June 30, 2026	\$ 45,000		\$ 45,000
Data and Evaluation	University of CA, Los Angeles (UCLA) Center for Healthier Children, Families and Communities	Evaluation	Funding to support the implementation and reporting of the Early Development Instrument (EDI) and a parent survey, Childhood Experiences Questionnaire (CHEQ), across all districts.	Renewal	July 1, 2025-June 30, 2026	\$ 444,000		\$ 444,000
Early Care and Education								
Early Care and Education	Alameda Professional Child Care Association (APCCA)	Family Child Care (FCC) Professional Development/Capacity Building	Funding to provide support for Family Child Care associations to offer professional development and capacity building for their membership.	Renewal	July 1, 2025-June 30, 2026	\$ 10,000		\$ 10,000
Early Care and Education	BANANAS, Inc.	Quality Counts (QC) Quality Rating Improvement System (QRIS) Professional Development & Coaching	Funding to provide countywide training to Early Learning and Care providers and Quality Counts (QC) Coach(es) who supports quality improvement at QC sites.	Renewal	July 1, 2025-June 30, 2026	\$ 292,562		\$ 292,562
Early Care and Education	BANANAS, Inc.	Family, Friend, and Neighbor (FFN) Caregiver Training and Playgroups, Family Child Care (FCC) Provider Curriculum	Funding to provide training and playgroups for Family, Friend, and Neighbor (FFN) caregivers and curriculum groups for Family Child Care (FCC) providers.	Renewal	July 1, 2025-June 30, 2026	\$ 82,050		\$ 82,050
Early Care and Education	BANANAS, Inc.	Child Care Access Referral Ensured (CARE)	Funding to implement the Child Care Access Referral Ensured (CARE) Homeless Navigation Pilot Program.	Renewal	July 1, 2025-June 30, 2026	\$ 101,800		\$ 101,800
Early Care and Education	BANANAS, Inc.	Child Care Navigation	Funding to increase the number of families served; provide enhanced referrals; increase coordination through use of technology (Child Care Pathways & data sharing).	New	July 1, 2025-June 30, 2026	\$ 500,000		\$ 500,000
Early Care and Education	BANANAS, Inc.	Family, Friend, and Neighbor (FFN) Caregiver Grants & Health & Safety Equipment	Funding to distribute relief grants of \$4,000 for Family, Friend, and Neighbor (FFN) caregivers serving children 0-12 with a subsidy; Health & Safety equipment for FFN caregivers currently serving children 0-5 with a subsidy.	New	July 1, 2025-June 30, 2026	\$ 2,704,850		\$ 2,704,850

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

Strategy	Contractor Name	Program/Project	Scope of Work/Description	New, Amendment or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Early Care and Education	California School Age Consortium (CalSAC)	Quality Rating Improvement System (QRIS) Quality Improvement Grants	Funding to disburse, manage and monitor quality improvement (QI) grants for eligible Quality Counts (QC) non-California State Preschool Program sites.	Renewal	July 1, 2025-June 30, 2026	\$ 312,000		\$ 312,000
Early Care and Education	Cindy Martinez-Roberts	Family Child Care/Family, Friend, and Neighbor Provider Support Groups	Funding to provide space for support groups for Family Child Care (FCC) providers and Family, Friend, and Neighbor (FFN) caregivers to gather and provide peer support.	Renewal	July 1, 2025-June 30, 2026	\$ 24,000		\$ 24,000
Early Care and Education	Community Child Care Council (4Cs) of Alameda County	Child Care Navigation	Funding to increase the number of families served; provide enhanced referrals; increase coordination through use of technology (Child Care Pathways & data sharing).	New	July 1, 2025-June 30, 2026	\$ 500,000		\$ 500,000
Early Care and Education	Community Child Care Council (4Cs) of Alameda County	Family, Friend, and Neighbor (FFN) Caregiver Grants & Health & Safety Equipment	Funding to distribute relief grants of \$4,000 for Family, Friend, and Neighbor (FFN) caregivers serving children 0-12 with a subsidy; Health & Safety equipment for FFN caregivers currently serving children 0-5 with a subsidy.	New	July 1, 2025-June 30, 2026	\$ 3,966,650		\$ 3,966,650
Early Care and Education	Community Childcare Council (4Cs) of Alameda County	Quality Counts (QC) Quality Rating Improvement System (QRIS) Professional Development & Coaching	Funding to provide countywide training to Early Learning and Care providers and Quality Counts (QC) Coach(es) who supports quality improvement at QC sites.	Renewal	July 1, 2025-June 30, 2026	\$ 292,562		\$ 292,562
Early Care and Education	Community Childcare Council (4Cs) of Alameda County	Family, Friend, and Neighbor (FFN) and Family Child Care (FCC) Grants & Health & Safety Equipment	Funding to provide training and playgroups for Family, Friend, and Neighbor (FFN) caregivers and curriculum groups for Family Child Care (FCC) providers.	Renewal	July 1, 2025-June 30, 2026	\$ 82,050		\$ 82,050
Early Care and Education	Davis Street Community Center	Family, Friend, and Neighbor (FFN) Caregiver Grants & Health & Safety Equipment	Funding to provide relief grants of \$4,000 for Family, Friend, and Neighbor (FFN) caregivers serving children 0-12 with a subsidy; Health & Safety equipment for FFN currently serving children 0-5 with a subsidy.	New	July 1, 2025-June 30, 2026	\$ 1,067,850		\$ 1,067,850
Early Care and Education	Early Care & Education Pathways to Success (ECEPTS)	Apprenticeship Expansion	Funding to support expansion of Registered Apprenticeship Programs.	New	July 1, 2025-December 31, 2026	\$ 2,728,135		\$ 2,728,135
Early Care and Education	Hively	Quality Counts (QC) Quality Rating Improvement System (QRIS) Professional Development & Coaching	Funding to provide countywide training to Early Learning and Care providers and Quality Counts (QC) Coach(es) who supports quality improvement at QC sites.	Renewal	July 1, 2025-June 30, 2026	\$ 136,749		\$ 136,749
Early Care and Education	Hively	Family, Friend, and Neighbor (FFN) Caregivers Training and Playgroups, Family Child Care (FCC) Providers Curriculum	Funding to provide training and playgroups for Family, Friend, and Neighbor (FFN) caregivers and curriculum groups for Family Child Care (FCC) providers.	Renewal	July 1, 2025-June 30, 2026	\$ 82,050		\$ 82,050
Early Care and Education	Hively	Child Care Navigation	Funding to increase the number of families served; provide enhanced referrals; increase coordination through use of technology (Child Care Pathways & data sharing)	New	July 1, 2025-June 30, 2026	\$ 500,000		\$ 500,000
Early Care and Education	Hively	Family, Friend, and Neighbor (FFN) Caregiver Grants & Health & Safety Equipment	Funding to distribute relief grants of \$4,000 for Family, Friend, and Neighbor (FFN) caregivers serving children 0-12 with a subsidy; Health & Safety equipment for FFN caregivers currently serving children 0-5 with a subsidy.	New	July 1, 2025-June 30, 2026	\$ 4,404,250		\$ 4,404,250

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

Strategy	Contractor Name	Program/Project	Scope of Work/Description	New, Amendment or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Early Care and Education	Low Income Investment Fund (LIIF)	Early Childhood Facilities Grants	Funding to provide consulting, technical assistance, and administration of early childhood facilities grants: including but not limited to Family Child Care (FCC) providers, child care centers, family resource centers and shelters.	Renewal	July 1, 2025-June 30, 2026	\$ 19,445,532		\$ 19,445,532
Early Care and Education	Oakland Public Library via Friends of the Oakland Public Library	Library Family, Friend, and Neighbor (FFN) Caregiver Strategies	Funding to enhance early childhood spaces at 10 Oakland Public Library branches to increase Family, Friend, and Neighbor (FFN) caregivers participation in storytime activities.	Renewal	July 1, 2025-June 30, 2026	\$ 33,400		\$ 33,400
Early Care and Education	San Leandro Public Library	Library Family, Friend, and Neighbor (FFN) Caregiver Strategies	Funding to enhance early childhood spaces at San Leandro Public Library branches to increase Family, Friend, and Neighbor (FFN) caregivers participation in storytime activities and implementation of the Sparkler app.	Renewal	July 1, 2025-June 30, 2026	\$ 35,000		\$ 35,000
Early Care and Education	Sparkler Learning	Developmental Screening Enhancement with Mobile Application	Funding to continue implementation of a pilot developmental screening program. Sparkler would work with First 5 Alameda County for six months to increase access to developmental screening, family engagement, and support for children and families using Sparkler's mobile applications and web-based dashboard. Sparkler will support First 5 Alameda County in collaboration with the San Leandro Public Library "Stay and Play" playgroups.	Renewal	July 1, 2025 -June 30, 2026	\$ 30,000		\$ 30,000
Early Care and Education	Valley Family Child Care Association (VFCCA)	Family Child Care (FCC) Provider Professional Development/Capacity Building	Funding to support Family Child Care (FCC) provider associations to offer professional development and capacity building for their membership.	Renewal	July 1, 2025-June 30, 2026	\$ 10,000		\$ 10,000
Early Care and Education	WestEd	Quality Counts (QC) Quality Rating Improvement System (QRIS) Rating for California State Preschool Program Sites	Funding to provide reliable and valid Classroom Assessment Scoring System (CLASS) assessments for identified Quality Counts sites. Ensure CLASS observers meet Quality Counts California (QCC) and California State Preschool Program requirements for certified CLASS observers, and follow QCC Implementation Guide for sampling and completing CLASS assessments.	Renewal	July 1, 2025-June 30, 2026	\$ 35,000		\$ 35,000
Early Care and Education	YMCA of the East Bay	Workforce Pilot Program	Funding to train California Work Opportunity and Responsibility to Kids (CalWORKs) participants to become certified and employed as early childhood professionals.	Renewal	July 1, 2025-June 30, 2026	\$ 565,084		\$ 565,084

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

Strategy	Contractor Name	Program/Project	Scope of Work/Description	New, Amendment or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Fatherhood								
Fatherhood	A Better Way	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000
Fatherhood	Community Child Care Council (4C's) of Alameda County	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000
Fatherhood	Dads Evoking Change	Fathers Corps	Funding to provide drop-in sessions to under-resourced, Alameda County fathers with a reliable, safe space to receive guidance from family court attorneys on how to navigate the family courts and provide resources and guidance related to child custody laws, filling out commonly used court forms, and knowledge on steps to take to reach their desired goals.	Renewal	July 1, 2025-June 30, 2027	\$ 10,000	\$ 10,000	\$ 20,000
Fatherhood	Darren White dba Realized Potential Inc.	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000
Fatherhood	DDG Training and Consulting	Fathers Corps	Funding to co-design, co-lead, and implement the Healthy Relationship Learning Community, Fatherhood Partnership and provide technical assistance and consultation to cohort participants; Co-Design and implement the Fatherhood Summit.	Renewal	July 1, 2025-June 30, 2027	\$ 20,000	\$ 20,000	\$ 40,000
Fatherhood	Encore	Fathers Corps	Funding to provide all audio/visual (A/V) and technical support for the 2025 Fatherhood Summit at the Oakland Marriott, which mandates the use of this vendor; services will include mainstage lighting, staging, sound, and projection, as well as full A/V setup in all breakout rooms and common spaces to ensure a seamless and professional experience for attendees and presenters.	New	July 1, 2025-June 30, 2026	\$ 50,000		\$ 50,000
Fatherhood	Family Paths	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000
Fatherhood	Hayward Unified School District (HUSD)	Fatherhood Summit	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

Strategy	Contractor Name	Program/Project	Scope of Work/Description	New, Amendment or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Fatherhood	Jeweld Legacy Group	Fatherhood Summit	Funding to plan coordinate, support fund development, and execute activities related to but not limited to organizing, promoting, and hosting the 2025 Fatherhood Summit for Alameda County Fathers, Father-figures, and allies.	Renewal	July 1, 2025-June 30, 2026	\$ 30,000		\$ 30,000
Fatherhood	Oakland Marriott City Center	Fatherhood Summit	Funding to host the 2025 Alameda County Fatherhood Summit, including conference space, breakout rooms, event staffing, catering, and hospitality services.	New	July 1, 2025 - Sept. 28, 2025	\$ 90,000		\$ 90,000
Fatherhood	Oakland Public Library via Friends of the Oakland Public Library	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000
Fatherhood	Positive Communication Practices	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000
Government Affairs and Policy								
Government Affairs and Policy	Lucile Packard Children's Hospital Stanford	Alameda County Early Childhood Policy Committee (ACECPC)	Funding to coordinate and facilitate the Alameda County Committee on Children with Special Needs and provide policy consultation as requested.	Renewal	July 1, 2025 -June 30, 2027	\$ 6,700	\$ 6,700	\$ 6,700
Government Affairs and Policy	Parent Voices Oakland	Alameda County Early Childhood Policy Committee (ACECPC)	Funding to plan, coordinate and implement the Alameda County Early Childhood Policy Committee (ACECPC).	Renewal	July 01, 2025-June 30, 2026	\$ 85,581		\$ 85,581
Government Affairs and Policy	Parent Voices Oakland	Inclusion Project- Measure C Emergency Stabilization Fund	Funding to assess available inclusion supports and gaps for families and community partners and to develop recommendations that can inform future investments that address families' inclusion needs in Alameda County.	New	July 01, 2025 -June 30, 2026	\$ 150,000		\$ 150,000
Neighborhoods Ready for School								
Neighborhoods Ready for School	East Bay Asian Youth Center (EBAYC)	Neighborhoods Ready for School - San Antonio Family Resource Center	Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.	Renewal	July 1, 2025-June 30, 2027	\$ 85,581	\$ 85,581	\$ 171,162
Neighborhoods Ready for School	Lincoln	Neighborhoods Ready for School	Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.	Renewal	July 1, 2025-June 30, 2027	\$ 499,797	\$ 499,797	\$ 999,594

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

Strategy	Contractor Name	Program/Project	Scope of Work/Description	New, Amendment or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Neighborhoods Ready for School	Lotus Bloom	Neighborhoods Ready for School - Room to Bloom Family Resource Center	Funding to coordinate and implement programs and services at the Castlemont Community Room to Bloom Family Resource Center and conduct neighborhood outreach and family engagement activities.	Renewal	July 1, 2025-June 30, 2027	\$ 506,662	\$ 506,662	\$ 1,013,324
Neighborhoods Ready for School	Lotus Bloom	Neighborhoods Ready for School - San Antonio Family Resource Center	Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.	Renewal	July 1, 2025-June 30, 2027	\$ 107,514	\$ 107,514	\$ 215,028
Neighborhoods Ready for School	New Haven Unified School District (NHUSD)	Neighborhoods Ready for School - Union City Family Center	Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.	Renewal	July 1, 2025-June 30, 2027	\$ 487,701	\$ 487,701	\$ 975,402
Neighborhoods Ready for School	Roots Community Health Center	Neighborhoods Ready for School	Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.	Renewal	July 1, 2025-June 30, 2027	\$ 482,680	\$ 482,680	\$ 965,360
Neighborhoods Ready for School	Trybe, Inc.	Neighborhoods Ready for School - San Antonio Family Resource Center	Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.	Renewal	July 1, 2025-June 30, 2027	\$ 315,583	\$ 315,583	\$ 631,166

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

Strategy	Contractor Name	Program/Project	Scope of Work/Description	New, Amendment or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Parent Partnership								
Parent Partnership	Camps in Common dba Oakland Feather River Camp	Family Summer Camp	Funding to support family summer camp experiences, including at least eight (8) sessions three (3) night session options, orientation, lodging, meals, transportation, equipment, and activities.	Renewal	July 1, 2025-June 30, 2027	\$ 250,000	\$ 250,000	\$ 500,000
Parent Partnership	County of Alameda, Public Health Department	Doula Training Program	Funding to support two culturally reflective, Medi-Cal inclusive doula trainings led by Black Women Birthing Justice, an experienced doula organization and partner, to support Alameda County birthing families, doulas, and systems and increase the Black, Indigenous and People of Color (BIPOC) doula Medi-Cal provider workforce.	Amendment	July 1, 2025-June 30,2027	\$ 150,000	\$ 100,000	\$ 250,000
Parent Partnership	County of Alameda, Social Services Agency	Collaborative Diaper Distribution Program	Funding to expand the Diaper Distribution Program in Alameda County through a partnership with Supplybank.org to provide diaper kits for distribution, and integration of wrap-around services, to Alameda County residents with children of diaper wearing age that may be actively receiving public benefits and have unmet diaper needs.	Renewal	July 1, 2025-June 30, 2027	\$ 483,000	\$ 483,000	\$ 966,000
Parent Partnership	Help a Mother Out (HAMO)	Diaper Kits	Funding to purchase and distribute diapers and wipes to Neighborhoods Ready for School sites in Alameda County.	Renewal	July 1, 2025-June 30, 2026	\$ 318,000		\$ 318,000
Parent Partnership	Lotus Bloom - Oakland Family Resource Center Network	Community Needs Fund	Funding to administer funds to participants of the Oakland Family Resource Center Network for basic needs services supporting families in Oakland.	Renewal	July 1, 2025-June 30, 2027	\$ 50,000	\$ 50,000	\$ 100,000
Parent Partnership	Lotus Bloom - Oakland Family Resource Center Network	Oakland Family Resource Center Network Coordination and Alameda County 0-5 Navigator Network Coordination	Funding to facilitate the Oakland Family Resource Center Network and Alameda County 0-5 Navigator Network.	Renewal	July 1, 2025-June 30, 2027	\$ 165,733	\$ 165,733	\$ 331,466
Parent Partnership	Lydia O. Boyd dba The B.L.A.C.K. Course	0-3: Lactation Education Training	Funding to support a full scope lactation and breastfeeding education course made by and for Black people and those supporting Black breastfeeding families.	Renewal	July 1, 2025-June 30, 2027	\$ 200,000	\$ 200,000	\$ 400,000
Parent Partnership	Mothers-for-Mothers Postpartum Justice	0-3: HUGs Café	Funding to support weekly gathering at local Black-owned cafes for new Black mothers, birthing people, and caretakers of infants to break postpartum isolation and normalize postpartum conversation in society.	Renewal	July 1, 2025-June 30, 2026	\$ 166,992		\$ 166,992
Parent Partnership	Narrative Nation	Irth Application	Funding to support a first of its kind digital platform designed to exclusively capture maternity and infant care feedback from Black women and other birthing people of color.	Renewal	July 1, 2025-June 30, 2026	\$ 100,000		\$ 100,000
Parent Partnership	Samsarah Morgan dba Oakland Better Birth Foundation	Doula Support Program	Funding to host and facilitate monthly gatherings to provide equity-centered education, mentorship, and support to doulas and aspiring doulas in Alameda County.	Renewal	July 1, 2025-June 30, 2026	\$ 43,200		\$ 43,200
Parent Partnership	Supplybank.org	School Readiness Backpacks	Funding to purchase and distribute Kindergarten Readiness backpacks to a variety of supply distribution sites and school districts in Alameda County identified by First 5.	Renewal	July 1, 2025-June 30, 2027	\$ 225,000	\$ 225,000	\$ 450,000

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

Strategy	Contractor Name	Program/Project	Scope of Work/Description	New, Amendment or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Parent Partnership	TLC Consulting & Maternal Healing	0-3: Midnight Milk Club	Funding to support weekly afterhours virtual support groups, quarterly local meetups, in-home lactation consultation, lactation education training, and access to breastfeeding resources.	Renewal	July 1, 2025-June 30, 2026	\$ 125,790		\$ 125,790
Pediatric Care Coordination								
Pediatric Care Coordination	East Bay Community Law Center	Project Developmental Understanding and Legal Collaboration for Everyone (DULCE)	Funding to continue implementation of the Developmental Understanding and Legal Collaboration for Everyone (DULCE) model, which provides legal consultation and support to DULCE program Family Specialist and select families within Alameda Health System's Highland Pediatric Clinic.	Renewal	July 1, 2025-June 30, 2026	\$ 44,502		\$ 44,502
Pediatric Care Coordination	Family Resource Navigators	Help Me Grow (HMG)/Family Navigation	Funding to provide Family Navigation and parent peer support for families referred to Help Me Grow; support families with linkage to entitlement services and community supports.	Renewal	July 1, 2025-June 30, 2026	\$ 550,005		\$ 550,005
Pediatric Care Coordination	Kelly Rivera Therapy	California Advancing and Innovating Medi-Cal (CalAIM) Implementation	Funding to provide, as a licensed clinical social worker, clinical support for the Community Health Worker (CHW) and California Advancing and Innovating Medi-Cal (CalAIM) services benefits for the Alameda Alliance for Health members served through the Pediatric Care Coordination Division.	Renewal	July 1, 2025-June 30, 2026	\$ 24,900		\$ 24,900
Technology								
Technology - ECE	Child Trends	Data Warehouse	Funding to provide a landscape analysis and design recommendations for a data warehouse solution.	Renewal	August 1, 2025-June 30, 2026	\$ 50,000		\$ 50,000
Technology - ECE	Hubbe, Inc.	Quality Counts (QC) Quality Rating Improvement System (QRIS) Data System	Funding to host a secure and fully managed iteration of the Quality Rating Improvement System (QRIS) Hubbe database system for Alameda County Quality Counts to manage the local QRIS program. Provide system enhancements to improve data collection methods and reporting tools, back-office data load support and cost of additional limited usage early care and education centers and family child care providers to enter their site data in Hubbe.	Renewal	July 1, 2025-June 30, 2026	\$ 299,173		\$ 299,173
Technology - ECE	Perennial Consulting	Coordinated Eligibility & Enrollment (CEE)	Funding to provide product management training.	Renewal	July 1, 2025 - June 30, 2026	\$ 30,000		\$ 30,000
Technology - Infrastructure	Redcar IT	Pathways Maintenance	Funding to provide maintenance and operations support activities for First 5 Applications-ECChange and Pathways.	Renewal	July 1, 2025-June 30, 2027	\$ 206,000	\$ 206,000	\$ 412,000
Technology - Infrastructure	TECHsperience	Information Technology (IT) Support	Funding to provide Network administration and technology project support.	Renewal	July 1, 2025-June 30, 2027	\$ 140,000	\$ 140,000	\$ 280,000

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

Strategy	Contractor Name	Program/Project	Scope of Work/Description	New, Amendment or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Operational Support								
Administration and Facilities	Berlin Rosen	Change Management	Funding to continue developing and facilitate the change management framework for First 5 and to support Measure C outreach and communications.	Renewal	July 1, 2025-June 30, 2026	\$ 350,000		\$ 350,000
Administration and Facilities	Hatchuel Tabernik & Associates	Grant Writing & Fund Development	Funding to provide grant writing, fund development assistance, training and implementation support and partnership development.	Renewal	July 1, 2025-June 30, 2027	\$ 50,000	\$ 50,000	\$ 100,000
Administration and Facilities	International Contact, Inc	Cultural Access Services	Funding to provide interpretation and translation services.	Renewal	July 1, 2025-June 30, 2027	\$ 20,000	\$ 20,000	\$ 40,000
Administration and Facilities	Interpreters Unlimited	Cultural Access Services	Funding to provide interpretation and translation services.	Renewal	July 1, 2025-June 30, 2027	\$ 175,000	\$ 175,000	\$ 350,000
Administration and Facilities	Iris Lin	Cultural Access Services	Funding to provide Chinese interpretation and translation services.	Renewal	July 1, 2025-June 30, 2027	\$ 45,000	\$ 45,000	\$ 90,000
Administration and Facilities	Olson Remcho LLP	Legal Services	Funding to provide legal services and consultation on an as-needed basis, including the implementation of the Oakland Children's Initiative (OCI) and Measure C.	Renewal	July 1, 2025-June 30, 2027	\$ 749,000	\$ 749,000	\$ 1,498,000
Administration and Facilities	Teresa Matias	Cultural Access Services	Funding to provide Mam interpretation and translation services.	Renewal	July 1, 2025-June 30, 2027	\$ 20,000	\$ 20,000	\$ 40,000
Human Resources	Joseph-Mathews Consulting	Equity Training	Funding to provide Diversity, Equity, Inclusion & Belonging (DEIB) micro-learning training series for First 5 staff.	Renewal	July 1, 2025-June 30, 2026	\$ 30,000		\$ 30,000
Human Resources	Learnit	Leadership Training	Funding to provide a series of leadership trainings to First 5 staff as well as Team Pass+ memberships for access to virtual instructor-led classes, on demand course and unlimited private courses.	Renewal	July 1, 2025-June 30, 2026	\$ 25,000		\$ 25,000
Human Resources	Liebert, Cassidy, Whitmore (LCW)	Employment Legal Services	Review of employment related materials, provide legal consultation on employment matters and conduct employment related investigations or refer to outside counsel for investigations.	New	July 1, 2025-June 30, 2026	\$ 25,000		\$ 25,000
TOTAL						\$ 47,517,868	\$ 6,044,951	\$ 53,562,819



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 Administrator, Finance

Date: May 29, 2025

Subject: GASB 54 Fund Balance Commitment

REQUESTED ACTION

To review the classification of the fund balance.

BACKGROUND

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

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

GASB 54

A hierarchy of fund balance classifications has been created by the GASB, based primarily on the extent to which governments are bound by constraints on resources reported in the funds. This approach which is referred to as GASB 54 is intended to provide users more consistent and understandable information about a fund's net resources. GASB 54 went into effect in FY 2010-2011, and for the first time First 5's fund balance was presented accordingly in the financial statements for the fiscal year that ended on June 30, 2011. In summary, the hierarchy of five possible classifications of fund balance is:

AGENDA ITEM 6**Nonspendable Fund Balance**

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

Restricted Fund Balance

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

Committed Fund Balance

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

Assigned Fund Balance

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

Unassigned Fund Balance

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

First 5's General Sustainability Fund or stabilization fund currently meets the definition of "Assigned" as defined in GASB 54. At the end of the current fiscal year, it is projected that First 5 will have approximately \$15 million in the General Fund Balance, which will be reported in the audited financial statements as previously approved by the Commission in June 2024 to be in compliance the requirements of GASB 54.

PROPOSED ACTION TO DESIGNATE FUND BALANCE

1. To accept Staff's recommendation to designate a portion of the General Fund balance not to exceed \$7 million of net assets as of June 30, 2025, as "Committed" to be used for Contracts and Grants, in accordance with the FY 2025-26 budget that is up for adoption by the Commission on June 5, 2025.
2. To accept Staff's recommendation to "Assign" the remaining portion of the General Fund balance, not to exceed \$8 million of net assets as of June 30, 2025, to the Assigned Fund Balance category for budget stabilization purposes.

Under normal circumstances, the Assigned Fund Balance is maintained at a level equivalent to six months of budgeted operating expenses, consistent with the minimum fund balance requirement outlined in the Long Range Financial Plan and agency's reserve policy. However, until the Measure C Five-Year Plan and Annual Budget are approved and the General Fund is reimbursed for associated upfront expenditures, the fund balance will remain below this minimum threshold.

AGENDA ITEM 6

In response, the Commission approved a temporary suspension of the reserve requirement until reimbursement from Measure C restores compliance with the reserve target. Accordingly, the remaining General Fund balance will be fully classified as “Assigned” as of June 30, 2025.

FISCAL IMPACT


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

Use of General Fund Balance	Maximum Amount	GASB 54 Classification
FY 2025-26 Budgeted Contracts and Grants	\$7 million	Committed Fund Balance
Minimum Fund Balance Requirement - Long Range Financial Plan	\$8 million	Assigned Fund Balance

RECOMMENDATION:

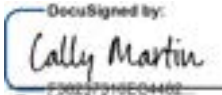
That the Executive Committee recommends the Commission approve the classification of fund balance as outlined above.

Submitted by:

Signed by:


Nick Zhou
Chief Financial Officer

Reviewed by:

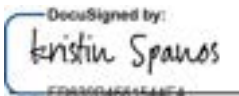
DocuSigned by:


Cally Martin
Deputy Chief Executive Officer

DocuSigned by:


Maria Canteros
Senior Administrator, Finance

Approved by:

DocuSigned by:


Kristin Spanos
Chief Executive Officer

AGENDA ITEM 7

To: First 5 Alameda County Executive Committee

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

Date: May 29, 2025

Subject: Fiscal Year 2025-2026 ACERA 401(h) Account Authorization

ACTION REQUESTED

That the Executive Committee review the Resolution to fund the Fiscal Year (FY) 2025-2026 ACERA 401(h) account with the purpose of providing tax free health benefits to retirees.

BACKGROUND

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

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

For FY 2025-2026 (and every year), it is required that the participating member agencies of ACERA authorize the required contributions to the account. The required contribution is determined by ACERA's actuary, Segal Consulting. Based on the actuarial analysis, First 5's contribution for FY 2025-2026 is \$116,688.00 as approved by ACERA's Board on May 22, 2025. The contribution per pay period is \$4,488.00 beginning with pay period 25-14.

FISCAL IMPACT

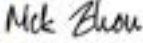
There is no fiscal impact.

AGENDA ITEM 7

RECOMMENDATION

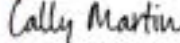
That the Executive Committee recommend that the Commission approve the resolution to fund the Fiscal Year 2025-2026 ACERA 401(h) account authorization.

Submitted by:

Signed by:


Nick Zhou
Chief Financial Officer

Reviewed by:

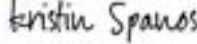
DocuSigned by:


Cally Martin
Deputy Chief Executive Officer

DocuSigned by:


Maria Canteros
Senior Administrator, Finance

Approved by:

DocuSigned by:


Kristin Spanos
Chief Executive Officer

AGENDA ITEM 7

RESOLUTION

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

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

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

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

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

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

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

NOW THEREFORE, IT IS RESOLVED AS FOLLOWS:

1. In fiscal year July 1, 2025 - June 30, 2026, First 5 Alameda County shall contribute to ACERA \$116,688.00 to be used only for the payment of retiree health benefits. This contribution shall be made on the terms and conditions set forth in the Agreement between First 5 Alameda County and ACERA concerning such contributions, executed on June 28, 2007.
2. This contribution shall be designated, in writing, as being only for First 5 Alameda County's IRC § 401(h) Account and such designation shall be made at the time of the contribution.

First 5 Alameda County Resolution Approving 401(h)
Account Page 2

3. Such contribution is contingent on the Board of Retirement immediately transferring, in accordance with Government Code §31592.4, an amount equal to such contribution from ACERA's SRBR account to First 5 Alameda County's Advance Reserve account. Such amount shall be treated as a contribution for pension and therefore shall be applied to reduce the pension contribution otherwise required by First 5 Alameda County for the fiscal year beginning July 1, 2025.
4. No party, including any existing or future First 5 Alameda County employee, retiree, spouse or dependent, shall have any vested rights, contractual rights or other rights in or to any retiree health benefits or payment or subsidy for any such benefits nor shall any such person or ACERA have any such rights to have First 5 Alameda County contribute towards paying or subsidizing the cost of any retiree health benefits provided by ACERA under the 401(h) Account or otherwise. First 5 Alameda County may modify or terminate, at any time and without any limitation, its decision to contribute to First 5 Alameda County's 401(h) Account. This modification or termination may occur even if it may affect any employee first hired prior to the date of such modification, any person who retired prior to such date, and/or any person who became a spouse or dependent of an employee or retiree prior to such date.
5. All contributions by First 5 Alameda County to its 401(h) sub-account shall be governed by requirements of the IRC and all administrative and other applicable rules established by ACERA governing such sub-account and ACERA's 401(h) Account.



Staff Announcements

June 5, 2025



GENERAL AGENCY ANNOUNCEMENTS



Technology: Centralized Eligibility & Enrollment (CEE) System & Data Warehouse

- Final meetings of the **Child Care Pathways Design Team** – 12 family, two family navigators, four ECE state and federal contractors, and four Alternative Payment Agency staff participated to inform initial design and identification of functionality
- Initial draft of the **CEE Landscape Study** completed
- Ongoing interviews with system partners for the **Early Childhood Data Landscape Assessment** to inform our data warehouse strategy and cross-system data alignment.



Staff Development & Culture

- **Classification & Compensation Study** projected to conclude at fiscal year end
- **Supervisors Training Series** with recent sessions focused on building accountable and inclusive teams through feedback, coaching and delegation skills
- **DEIB Lunch & Learn Series** with sessions on LGBTQ+IA, privilege, and identity



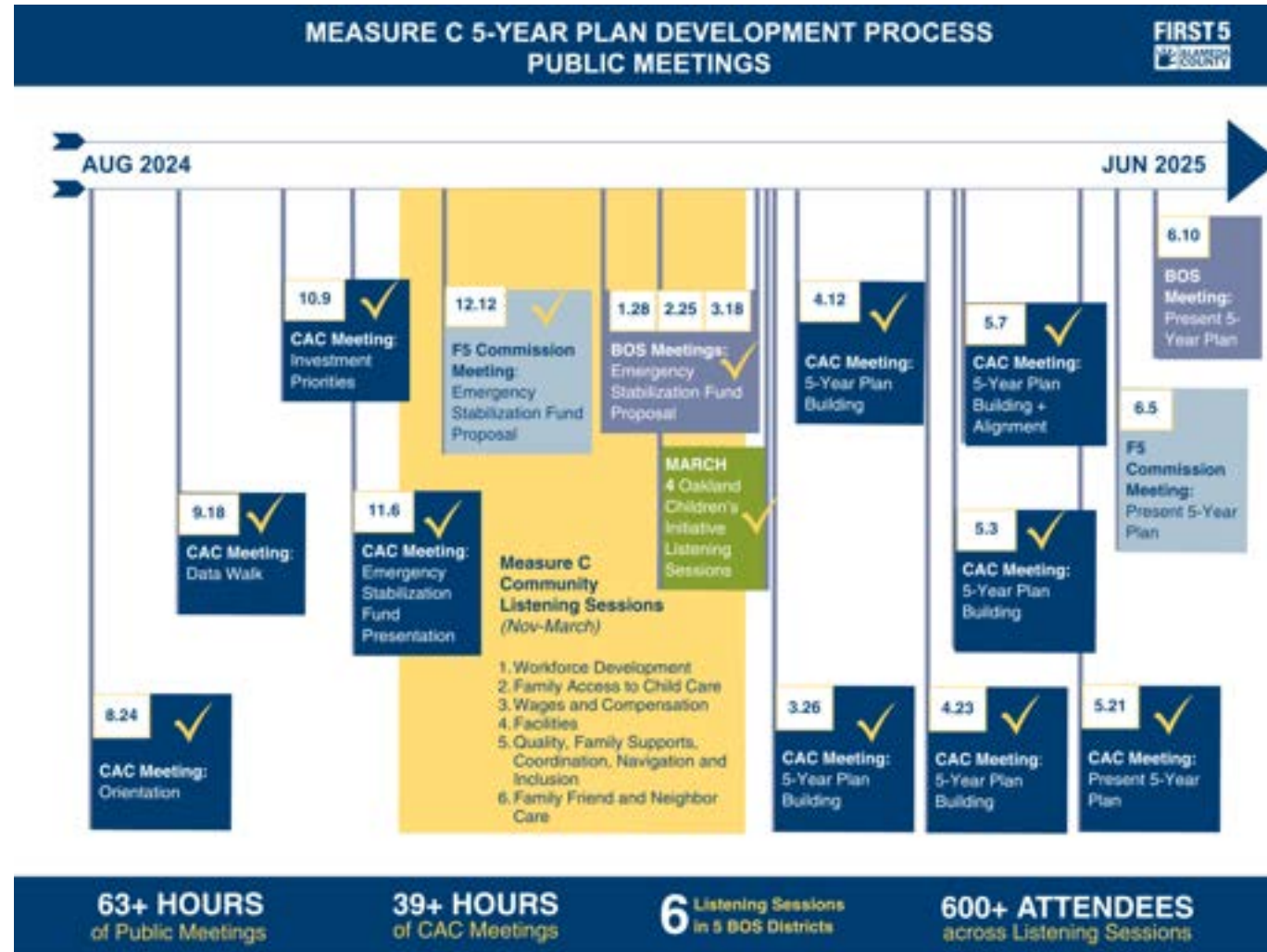
Internal Infrastructure & Capacity Building

- Ongoing **administrative and analytic capacity-building** to meet role as fiscal and systems intermediary

GENERAL AGENCY ANNOUNCEMENTS



Measure C 5-Year Plan Development Process: Public Meetings





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



Alameda Alliance for Health Contract Executed

- **Became a Medi-Cal CalAIM provider under the Community Health Worker benefit** through a contract with Alameda Alliance for Health.
 - Allows First 5 to continue and expand our partnership to engage, assess, and connect Medi-Cal enrolled children, ages 0 to 5, and their families to preventive care and appropriate clinical and community-based services and supports through our Help Me Grow and Member Outreach programs.
- In May, submitted our first reimbursement claims to the Alliance for the new CHW benefit, initiating a new phase in our partnership and service delivery.



Additional Funding Opportunities

- **Applied to** the California Department of Health Care Services **PATH CITED funding opportunity**
 - If awarded, the funding would allow us to expand our pediatric care coordination and navigation work by supporting our capacity to bill for enhanced care management (ECM) activities and services provided to families with complex needs.
- **Submitted a Quality Improvement Grant request** to the Alliance
- **Submitted a proposal to** Alameda County Health for a grant from **the Measure C Pediatric Health Account** to help offset the Child Health and Disability Prevention (CHDP) program funding (sunset on July 1, 2024)

PEOPLE



Prenatal Black Fathers Group

- **The Fatherhood Team kicked off its very first Prenatal Black Fathers Group**, a six-month program designed to provide support and information for dads-to-be.
- The program serves Black fathers, especially **young dads, ages 17-35**, who are expecting children or have a children under the age of 2.
- Participants will have the opportunity to participate in **in-person and virtual convenings**, gather for **community activities**, and receive **one-on-one therapy for dads**, as well as couples therapy.





PLACE

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

PLACE



Early Education Fund FY 2025-26 Recommendation

- Submitted a **\$44.7 million Fiscal Year 2025–26 Program Plan and Budget Recommendation** to Oakland Children's Initiative Accountability Officer.
- The submission **reflects our role** as the **Early Education Fund Implementation Partner**, highlights the **Fund's impact and accomplishments** to-date, and **outlines recommended investments** to:
 - expand access to high-quality early education for over 2,200 children in Oakland
 - strengthen public systems infrastructure
 - advance alignment across citywide early learning efforts

Oakland Children's Initiative Oversight Commission Presentation

- Provided a **federal update outlining serious threats posed by recent federal budget and policy proposals** to families with young children in Oakland, particularly low-income and immigrant households, and to the Initiative's public system partners and goals.

PLACE



Expanded Diaper Distribution Program Launch

- Participated in a press event on May 19 to launch our three-year, **\$5.8 million partnership** with SupplyBank.org, Alameda County Social Services Agency, Alameda County Health, and Alameda County Probation Department
 - **Contributing \$1.45 million** (1/4 of total investment)
- The three-year program will distribute **more than 15 million diapers and 37 million wipes** to Alameda County families with diaper need
- **50+ distribution sites** including family resource centers, clinics, hospitals, libraries, school districts, WIC centers, and other community organizations and agencies
- **Convened existing and new community partners** to kick-off the program, providing diaper distribution sites the opportunity to ask questions, review the ordering process, and share best practices



PLACE



Oakland Family Resource Center Network Event

- In May, First 5 staff including members of the Help Me Grow and Community Programs teams, attended the **Oakland Family Resource Center Network's (OFRCN) Spring Fair** for families.
 - The event included **resources and information for families**, as well as fun activities for children.
 - OFRCN is convened by **Lotus Bloom** as part of their work as **a Neighborhoods Ready for School Grantee**.
 - **262 children and 160 parents and caregivers** attended the event.





First5Alameda.org

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: MEASURE C & ECE WORKFORCE



SEQUAL Study

- In partnership with the **UC Berkeley Center for the Study of Child Care Employment (CSCCE)**, launched a survey of Early Educators
 - Last conducted in 2016
 - Will reach **over 3,000 early educators**, roughly 46% of the estimated 7,000+ educators in Alameda County
 - Will allow us to **better understand educators' perspectives** on their working conditions



Alameda Office of Education (ACOE) Partnership

- Active collaboration with ACOE to **align workforce pipelines, data strategies, and apprenticeship efforts**



POLICY



Together for All Ad Hoc Committee

- Presented to the Board of Supervisors' **Together for All Ad Hoc Committee** on the impacts of the Trump Administration's federal policy actions on the early care and education system and families with young children.



Alameda County Food Bank Community Forum

- Joined the Alameda County Community Food Bank's Community Forum, "**Bridging Ideas & Solutions for Economic Justice in the Bay**," to facilitate a breakout on child care.



State Legislative Meetings

- Met with **Senator Arreguín** to advocate for child and family safety-net protections.







AGENDA ITEM 6b

Legislation and Public Policy Updates June 2025

FEDERAL POLICY

The Republican-controlled Congress is advancing two parallel budget processes that align with the Trump Administration's agenda:

1. **Budget Resolution & Reconciliation** – Impacts mandatory programs (e.g., Medicaid, SNAP, TANF, SSBG). This process requires only a simple Senate majority (50 votes).
2. **Fiscal Year 2026 Annual Appropriations** – Sets discretionary yearly spending (e.g., CCDBG, Head Start).

Both proposals include deep cuts to programs and services supporting young children and families to partly pay for trillions in tax cuts skewed to the wealthy and corporations. They explicitly target immigrant and low-income families. If enacted, these cuts would severely affect Alameda County's early childhood system, economy, communities, families, children, and compromise the implementation of Measure C and the Oakland Children's Initiative.

Budget Reconciliation: Key Provisions & Local Impact

The House passed its Budget Reconciliation bill on May 22nd. It now moves to the Senate, where internal party disagreements remain. The bill must be reconciled between chambers to proceed. The House bill disproportionately benefits the wealthiest families and corporations while slashing essential public benefits and support for low-income and working families. Key provisions include:

- **Child Tax Credit (CTC)**: Eliminates eligibility for children whose parents lack work-authorized Social Security numbers – cuts up to \$2,000 per qualifying child under age 17. California stands to lose the most CTC benefits under the proposed eligibility changes.
 - In Alameda County, an estimated 53% of children under six live in families with at least one foreign-born parent.
 - As of 2021, approximately 106K undocumented immigrants reside in Alameda County.
 - Locally, \$159K is needed to meet the basic needs for a family of four.
- **Medicaid**: Proposes the largest Medicaid cuts in history, with over 13.7 million people nationally at risk of losing their health care coverage. Introduces harsh new requirements including, work requirements, 6-month eligibility redeterminations, rollback of retroactive coverage, increased cost of care, and devastating funding reductions to states.
 - Over 46,000 children under six (40%) in Alameda County are enrolled in Medi-Cal.



AGENDA ITEM 6b

- *SNAP (CalFresh)*: Cuts \$300 billion nationally and fundamentally restructures program design. California relies on federal funds for 99% of its CalFresh's budget (\$12.6B) and would face dramatic shortfalls.
 - Over 174,000 Alameda County residents—including 22,649 children under six—receive benefits.

FFY 2026 Appropriations: Discretionary Spending Risks

The federal fiscal year 2026 begins October 01, 2025. While the President presents Congress with his budget priorities, it is up to Congress to set annual funding levels. To date, President Trump has only provided Congress a "Skinny Budget" though he is expected to release a comprehensive budget in June.

- *Head Start*: While initial reports in April noted that Head Start funding would be proposed for elimination in the Trump Administration's budget proposal, Head Start funding was included in the "skinny" budget at current-year spending levels. While funding is not eliminated, administrative actions threaten local program operations. For example, the Region 9 Office closure, funding freezes, and administrative directives to eliminate diversity, equity, and inclusion initiatives.
- *Department of Education*:
 - Proposed 15% funding cut would eliminate key programs such as English Language Acquisition and Migrant Education.
 - Federal funds from the Department of Education only make up 5-6% of local school district budgets but are vital for early intervention, Individuals with Disabilities Education Act (IDEA) services, and children with special needs or disabilities. Through the IDEA, the Department funds early intervention and special education programs and services for children ages 3-5.
 - President Trump signed an executive order earlier this year to dismantle the Department of Education and cut its workforce by half.
- *Preschool Development Grant Program*: Proposed \$65 million cut would undermine state-led efforts to improve preschool and child care programs through needs assessments, teacher training and quality improvement initiatives. For California, this impacts future funding opportunities for system-building efforts.

House leadership hopes to pass final budget legislation this summer. However, the House and Senate will need to resolve significant divisions in the Republican Caucus over spending cuts to Medicaid, food assistance, and other key priorities before final legislation can be signed into law.

First 5 Alameda County continues to advocate with federal and state lawmakers to protect programs like Head Start, SNAP, and Medicaid and to monitor all developments closely.



AGENDA ITEM 6b

STATE POLICY

Governor's May Revise: Fiscal Year 2025-26

On May 14th, Governor Newsom released an updated budget proposal totaling \$322 billion, including \$226 billion in General Fund expenditures and \$15.7 billion in reserves. **The May Revise reflects a \$12 billion shortfall for Fiscal Year 2025-26—nearly 6% of the General Fund.**

Key takeaways:

- The proposal **does not account for potential federal cuts.**
- New funding supports Adverse Childhood Experiences (ACEs) Provider Trainings and continues investments in TK-12 education, workforce access, and community safety.
- However, it freezes Medi-Cal expansion for undocumented Californians ages 19 and older.
- Details on key early learning investments are unspecified.

Federal policies and an unstable economy create an unstable budget outlook. California's budget will be significantly impacted by final federal actions. The Legislature must pass a final state budget by June 14th, with further revisions expected later in the fiscal year. A summary of highlights that are aligned with First 5 Alameda County's [2025 Policy Agenda](#) is available [here](#).

2025-2026 Legislative Session Overview

California lawmakers introduced 2,350 bills this session. May 23rd marked the deadline for bills with fiscal impact to move out of Appropriations Committees. First 5 is actively tracking and analyzing several legislative and budgetary proposals aligned with our [2025 Policy Agenda](#). Key bills of interest include:

Bill Number	Summary	Position
AB-49 (Muratsuchi): Schoolsites: immigration enforcement.	Would add protections to school sites by prohibiting immigration enforcement agencies from entering a school site without valid identification, signed judicial warrant, and proper approvals from school leaders. The bill also limits access of enforcement officers to facilities where students are not present. First 5s and other ECE partners are advocating for inclusion of child care centers and home based child care providers in a separate bill.	Support
AB-607 (Rodriguez) CalWORKs: Home Visiting Program.	Extends the time on the CalWORKs Home Visiting Program to at least 24 months, not to exceed the duration of the applicable home visiting program model, and would extend the maximum age of the child at the time of enrollment to less than 36 months of age. The bill would also authorize a voluntary participant whose participation would otherwise be terminated because the participant no longer meets CalWORKs income, eligibility, or need criteria to continue through the duration of the home visiting program or for up to an additional 12 months,	Recommend Support



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	whichever is longer.	
AB-753 (Garcia) Childcare: facility licensure: teacher requirements.	Allows interim associate teachers in California state preschool and general childcare programs two years to obtain necessary credentials, effective July 1, 2026, and inoperative by July 1, 2029, while ensuring programs are not penalized for employing such teachers.	Recommend Support
SB-792 (Arreguín) Childcare: state median income threshold.	Revises the income eligibility for CalWORKs stage three childcare services to be 85% of the state median income, adjusted for family size. This change would align it with the income eligibility of other programs.	Recommend Support
AB-752 (Avila Farias): Child daycare facilities.	Facilitates the operation of daycare centers co-located with multifamily housing or community amenities by classifying them as residential use, exempting them from certain local fees and environmental regulations.	Recommend Support
SB-626 (Smallwood Cuevas): Perinatal health screenings and treatment.	Mandates expanded perinatal mental health care, requiring health care providers to screen and treat conditions during the perinatal period, and obligates health plans to cover specific treatments and report outcomes.	Recommend Support
AB 495 (Celeste Rodriguez): Family Preparedness Plan Act of 2025.	Expands caregiver rights, mandates confidentiality in guardianship proceedings, and restricts immigration status data collection by schools and day care facilities to protect children from family separation due to immigration issues.	Watch

FIRST 5 ALAMEDA COUNTY POLICY ADVOCACY ACTIVITIES

Below are policy advocacy actions we have taken to support families with young children and advocate for equitable early childhood systems:

Federal Advocacy

- [Opposed recent harmful executive orders](#) restricting family access to early care and education, health care, basic needs, and essential services.
- [Opposed staffing and funding cuts](#) to the Administration for Children and Families that undermine an already fragmented and under resourced public early care and education system.
- [Advocated against proposals to eliminate or weaken the Head Start](#) proposed by the Trump Administration.
- [Submitted letters opposing deep cuts to Medicaid, SNAP and other critical safety-net programs](#) proposed in the House Budget Reconciliation bills.
- [Opposed harmful Child Tax Credit and Earned Income Tax Credit provisions](#) in the Reconciliation Bill.



AGENDA ITEM 6b

State

- **Supported AB-49 (Muratsuchi)** and advocated for expanding protections to child care settings.
- **Supported a \$5 million budget request** to restore the 2025 rate increase for Community Health Workers/Promotoras/Representatives (CHW/P/Rs), raising rates by 22.2% to \$32.58 per half-hour visit. Future rates will be regionally adjusted starting in 2026 to reflect differences in the cost of living throughout the state.
- **Supported full funding** for multi-year continuous Medi-Cal eligibility for children ages 0-5, ensuring uninterrupted access to healthcare coverage for California's youngest low-income children, prioritizing a healthy start for one of the state's most vulnerable populations.
- **Supported a \$16.5 million budget request** for diaper bank funding in the FY 2025-26 state budget.
- **Support for ongoing funding** for the California Early Care and Education Workforce Registry in the FY 2025-26 state budget and beyond.
- **Opposed cuts to the Family Urgent Response System (FURS)**—California's 24/7, in-person crisis response line for youth in foster care—proposed in the Governor's May Revise.
- **Supported efforts to raise state revenues to sustain vital child care commitments** and shield targeted communities from harmful federal actions.

First 5 Alameda will continue to monitor developments at the federal and state level to assess their impact on early childhood systems and advocate for strong, equitable support for communities, families, and young children.



AGENDA ITEM 6c

First 5 California Commission and First 5 Association Updates June 2025

First 5 Association Urges the State to Prioritize Young Children Amid Budget Shortfall

The First 5 Association of California, which represents First 5 Commissions across all 58 counties, released a public statement in response to Governor Gavin Newsom's May Revise. The Association urged the Governor and the Legislature to prioritize California's youngest children as the State considers difficult budget decisions in light of a \$12 billion deficit and reductions in state resources. The statement also highlighted the compounding impact of federal funding cuts, including the elimination of AmeriCorps positions—an essential partner in rural communities where access to social services is limited. View the Association's statement [here](#) and their analysis of the May Revision [here](#).

First 5 Association Opposes Elimination of Head Start

First 5 Association Executive Director Avo Makdessian publicly condemned the Trump Administration's proposal to eliminate Head Start in the [San Diego Union-Tribune](#), calling it a "comprehensive assault on the health and well-being of our nation's most vulnerable babies." In comments to the *San Diego Union-Tribune*, Makdessian emphasized the devastating consequences for thousands of low-income children across California—including more than 5,700 children in San Diego County alone—particularly those in immigrant and mixed-status families. First 5 Alameda also [advocated](#) against the elimination of Head Start and engaged Alameda County's federal and state delegation in voicing opposition.

First 5 Association Advocates for Safeguarding AmeriCorps Funding

First 5 Association Executive Director, Avo Makdessian, alongside Child Abuse Prevention Center President & CEO Janay Eustace, appeared on CapRadio to raise awareness of the impact of federal cuts to AmeriCorps. They described how the elimination of AmeriCorps positions has already led to the closure of family resource centers statewide. AmeriCorps members play a vital role in early childhood systems by conducting developmental screenings in rural counties, providing home visits in Sacramento, and connecting families to food, health care, and housing supports. The full interview is [available here](#).

First 5 Center Highlights Harm of Medicaid Work Requirements

The First 5 Center for Children's Policy published a blog post detailing the risks of Congressional proposals to impose work requirements on Medicaid. The post emphasizes how such policies would jeopardize health care access for millions—especially families with infants and toddlers—and further limit access to critical services during early childhood. The blog is available to [read here](#).



AGENDA ITEM 6c

First 5 California Releases 2025–2028 Strategic Plan

First 5 California unveiled its new Strategic Plan for 2025–2028, which outlines an equity-focused roadmap for transforming early childhood systems across the state. Key priorities include:

- Advocating for transformative state and federal policies;
- Aligning government systems to create integrated, accessible services;
- Raising public awareness about child development and the impact of ACEs; and
- Supporting the First 5 Network’s financial sustainability and innovation.

The plan also advances an ambitious long-term vision: that all children ages 0–5 in California will grow up in safe, stable, nurturing environments that support healthy development. The full strategic plan is available to read [here](#).

First 5 California: Stronger Starts Day of Action

On May 8, First 5 California held a statewide “Stronger Starts Day of Action” to elevate awareness about adverse childhood experiences (ACEs), toxic stress, and the importance of nurturing early relationships. The event included a press briefing and public engagement to underscore the urgency of building safe, stable environments for every child in California.



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 Administrator, Finance

Date: June 5, 2025

Subject: Fiscal Year 2025-27 Proposed Budget

ACTION REQUESTED

To review the following Fiscal Year 2025-27 Proposed Budget.

BACKGROUND

Each First 5 Commission is required by statute to adopt a Strategic Plan that outlines the use of tobacco tax funds to serve children aged 0-5 and their families. The First 5 Alameda County Commission has approved a five-year Strategic Plan for Fiscal Year (FY) 2022-27. This budget proposal covers the fourth and fifth year of the plan, FY 2025-26 and FY 2026-27. First 5 Alameda staff is requesting approval in principle of the second year of the budget (FY 2026-27) at the identical revenue and expense amounts of FY 2025-26 to enable the agency to engage in two-year awards that span FY 2025-27. The Measure C budget for FY 2026-27 will align with the Five-Year Plan and the full FY 2026-27 budget will be brought to the Commission for consideration next year.

This presentation is the reading of the proposed FY 2025-27 budget. In addition, the list of proposed FY 2025-27 contracts will be presented in conjunction with the proposed budget.

As is the practice of First 5 Alameda County, changes that occur during the fiscal year will be formally incorporated into the budget during the Mid-Year Budget Modification in February 2026.

CURRENT BUDGET PROPOSAL

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

- First 5 staff Salaries and Benefits
- Contracts
- Grants & Stipends
- Professional Service Contracts
- Program Operating Costs
- Infrastructure Costs

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

AGENDA ITEM 7a**REVENUE AND AVAILABLE FUNDS FOR FY 2025-26**

Revenues for FY 2025-26 are projected to be \$252.6 million.

REVENUE TYPE	2025-26 PROPOSED	RATIONALE/DETAILS
Tobacco Tax		
	\$9,266,802	The tobacco tax revenue projection (Prop 10, Prop 56 and the California Electronic Cigarette Excise Tax) is based on California Department of Finance and First 5 California projections for county commissions. Tobacco taxes are expected to decrease as per First 5 California's projections updated in September 2024 and reflect the decreased revenue due to the passing of the Prop 31 Flavored Tobacco Ban.
Measure AA Parcel Tax		
	\$44,726,586	City of Oakland Measure AA parcel tax funding for the Oakland Children's Initiative.
Measure C Sales Tax		
	\$189,703,134	Alameda County Measure C sales tax funding for the Children's Health and Child Care Initiative.
Other First 5 Income		
	\$851,803	Funding includes the IMPACT Legacy grant to support local QRIS work and funding for the IMPACT Local Regional Training and Technical Assistance Hub from First 5 California via First 5 San Benito.
Other Local (Interagency) Income		
	\$2,826,725	Funding includes contracts with Alameda County Health (a combined contribution from Alameda County Health, Social Services Agency, Probation Department, and Child Support Services) to support Fathers Corp work; funding from the Alameda County Office of Education/CA State Block Grant for projected monies for the QRIS grant; funding from Alameda County Public Health Department for shared ECChange maintenance and hosting costs; funding from Alameda County Social Services Agency for workforce development activities, Early ID activities, and projected monies from the California Department of Social Services for Quality Counts California QRIS Block Grant.

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Grants		
	\$1,914,725	Funding from Sunlight Giving for general operating support; Alameda Alliance for Health, Child Family & Community Services funding to support Parent Engagement activities, Heising-Simons Foundation, Kaiser Permanente Foundation, Kresge Foundation, and smaller grants to support Fatherhood Summit activities.
Fiscal Leveraging		
	\$3,026,216	Projected funding for Medi-Cal Administrative Activities (MAA); estimates are based on MAA invoices submitted in FY 2024-25.
Other Income		
	\$298,181	Projected income from investment interest and dividend earnings.
Total Revenue	\$252,614,172	Tobacco Tax, Other First 5 Income, Interagency Income, Grants, Fiscal Leveraging and Other Income.

EXPENDITURES FOR FY 2025-26

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

PROGRAMS STRATEGIES:

- Pediatric Care Coordination (formerly Early Identification, Screening and Care Coordination)
- Parent Partnership
- Neighborhoods Ready for School
- Fatherhood
- Early Care and Education

AGENCY STRATEGIES:

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

OPERATIONAL SUPPORT STRATEGY (Technology, Planning, Finance, Human Resources, Administration & Facilities)

The following Expense proposal provides the cost for each of the ten strategies detailed in the Strategic Plan and an additional agency budget strategy for the Oakland Children's Initiative.

The program strategy expenditures presented below consist of Salaries and Benefits, Program related Contracts, Grants, Stipends, Professional Services costs and Program Operating costs. Operational Support Strategies include Finance, Human Resources, Technology, Planning, Administration and Facilities costs. Indirect agency infrastructure costs are reflected in the

AGENDA ITEM 7a

Operational Support Strategies budgets. The budget narrative provides detail on each Strategy and is to be read in conjunction with the Strategic Plan.

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

Administrative Cost Analysis

First 5 Alameda County has implemented the new Administrative Cost Policy, approved by the Executive Committee on February 8, 2024. This revision aligns with the requirements set forth by AB 109 and SB 35, and adheres to the First 5 Financial Management Guide, ensuring compliance with state regulations. Moving away from a fixed cap, the policy now incorporates a detailed analysis of our indirect costs, conducted annually. This process allows us to determine a more precise allocation for administrative expenses. For the fiscal year 2025-26, this refined approach has resulted in an administrative cost allocation of 15%. This modification in our policy ensures that our budgeting is both responsible and reflective of our operational costs and needs, supporting our ongoing commitment to serving the children and families of Alameda County more efficiently.

The proposed budgets’ costs are:

FY 2025-26 Costs	
Program	83%
Evaluation	2%
Administration	15%
TOTAL	100%

The proposed budget amounts in the following section represent the direct costs associated with each strategy before any adjustments for indirect costs.

Salaries and Benefits

For FY 2025-26, total salaries and benefits are projected to be \$30,524,722. Salaries are budgeted based on actual amounts. Benefits are budgeted at 54% of salaries. Consistent with direction from the Commission, the approved benefit package remained mostly consistent with the County of Alameda, including membership in the Alameda County Employee’s Retirement Association (ACERA). The 54% allocation is based on actual cost estimates that are revised periodically as needed.

AGENDA ITEM 7a

The **Pediatric Care Coordination** budget proposal for FY 2025-26 is **\$4,350,033** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$4,350,033	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Alameda County Social Services Agency ▪ Alameda Alliance for Health 	<ul style="list-style-type: none"> ▪ Connect children and families to preventive care, child development resources, early intervention and community supports, and help families navigate a complex system of service providers, ensuring equitable access to health and social resources ▪ Broaden screening efforts in alignment with Help Me Grow (HMG) Strategic Plan including enhancing screening technology and purchase of Ages & Stages Questionnaire (ASQ) kits ▪ Continue support for HMG Pediatric Care ▪ Continue programming for Project DULCE ▪ Continue to explore local system integration and expansion with managed care plans, health care, and social services agencies

The **Parent Partnership** strategy budget proposal for FY 2025-26 is **\$3,283,382** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$3,283,382	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Child Family & Community Services 	<ul style="list-style-type: none"> ▪ Continue support of Family Navigation services ▪ Continue support of parent focused services prioritizing children ages 0-3 years with community partners and parent leaders to inform programming and investments

The **Neighborhoods Ready for School** strategy budget proposal for FY 2025-26 is **\$3,482,597** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$3,482,597	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Measure C Sales Tax 	<ul style="list-style-type: none"> ▪ Continue support of programs and services in the Castlemont Corridor and to conduct neighborhood outreach and family engagement activities ▪ Continue implementation of place-based investments in West and East Oakland, Fruitvale/San Antonio Oakland neighborhoods, and Union City

AGENDA ITEM 7a

The **Fatherhood** strategy budget proposal for FY 2025-26 is **\$1,154,616** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$1,154,616	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Alameda County Health ▪ Private Foundation Grants 	<ul style="list-style-type: none"> ▪ Continue incorporating Father Friendly Principles into additional programs and community initiatives ▪ Continue Father Friendly Principles awareness, adoption, implementation, and capacity building campaign to public systems and CBOs ▪ Implement Fatherhood Interagency Workgroup ▪ Support for the bi-annual Fatherhood Summit ▪ Support for the Prenatal Black Fathers Group pilot program

The **Early Care and Education** strategy budget proposal for FY 2025-26 is **\$160,595,078** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$160,595,078	<ul style="list-style-type: none"> ▪ Measure C Sales Tax ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ First 5 San Benito ▪ Alameda County Office of Education ▪ Alameda County Social Services Agency ▪ California Department of Social Services 	<ul style="list-style-type: none"> ▪ Implement Year One of Measure C Five-Year Program Plan <ul style="list-style-type: none"> ▪ Enhancing Child-Centered Spaces (Facilities, Community Spaces and programming) ▪ Increasing Access to Child Care (Family Resource Centers, Inclusive Environments, Subsidized Care) ▪ Recruiting, Retaining and Supporting Early Educators (ECE Emergency Grants, Workforce and Professional Development) ▪ Continue to implement Quality Rating and Improvement System (QRIS) ▪ Continue to support trainings, playgroups and provide stipends for Family, Friend and Neighbor providers and Family Child Care sites ▪ Continue support for sustainable advising and professional development in institutions of higher education

AGENDA ITEM 7a

The **Data and Evaluation** strategy budget proposal for FY 2025-26 is **\$6,640,967** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$6,640,967	<ul style="list-style-type: none"> ▪ Measure C Sales Tax ▪ Indirect Revenue 	<ul style="list-style-type: none"> ▪ Continue to support evaluations of ECE Workforce activities and Measure C programming ▪ Planning and implementation of Early Development Instrument (EDI) tool ▪ Continue development of data dashboard, performance monitoring and analysis for each First 5 program strategy in alignment with results-based accountability

The **Policy and Advocacy** strategy budget proposal for FY 2025-26 is **\$2,401,534** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$2,401,534	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Measure C Sales Tax ▪ Indirect Revenue 	<ul style="list-style-type: none"> ▪ Continue focus on local policy and systems changes to result in the institutionalization of the work that began at First 5 ▪ Contribute to First 5 Association policy work ▪ Continue developing an annual policy platform for local efforts aligned with First 5 programs and priorities around school readiness, child development, family supports, and child friendly neighborhoods ▪ Continue coordination of the Measure C Community Advisory Council (CAC) activities ▪ Continue support of Alameda County Early Childhood Policy Committee activities

The **Training** strategy budget proposal for FY 2025-26 is **\$1,165,168** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$1,165,168	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Measure C Sales Tax 	<ul style="list-style-type: none"> ▪ Continue to provide training on best and promising practices, and peer learning communities for the multi-disciplinary workforce serving families with young children ▪ Develop curriculum and capacity building tools connecting trainings to workforce development, parent engagement, and place-based strategies ▪ Support for Parent Engagement trainings ▪ Support training for staff development program

AGENDA ITEM 7a

The **Communications** strategy budget proposal for FY 2025-26 is **\$2,211,864** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$2,211,864	<ul style="list-style-type: none"> ▪ Measure C Sales Tax ▪ Heising-Simons Foundation ▪ Indirect Revenue 	<ul style="list-style-type: none"> ▪ Launch a public awareness campaign for Measure C ▪ Develop Measure C communications and outreach campaigns in support of implementation strategies and activities ▪ Continue development of dissemination strategy for First 5 reports and information ▪ Continue development of social media strategy ▪ Develop multi-year campaign that connects with policy platform, parent engagement, and education on child development ▪ Develop collateral materials regarding impacts of First 5 investments to promote sustainability and scale

The **Operational Support (Finance, Human Resources, Technology, Planning, Administration and Facilities)** strategy budget proposal for FY 2025-26 is **\$26,651,902** and consists of:

OPERATIONAL SUPPORT STRATEGY		
FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$26,651,902	<ul style="list-style-type: none"> ▪ Measure C Sales Tax ▪ Sunlight Giving Foundation ▪ Alameda County Public Health Department ▪ Alameda County Social Services Agency ▪ Indirect Revenue 	<ul style="list-style-type: none"> ▪ Includes Administration, Technology, Finance, Human Resources, Commission, Planning, Facilities Management and consolidated operating costs to support agency operations and administration of Measures C and AA. ▪ Expand and update data systems to build capacity for cross data systems exchange of information including the enhancement of internal databases, expansion of data system agility and responsiveness, improved performance and productivity, update of electronic data sharing confidentiality and privacy practices ▪ Continue design of a Coordinated Eligibility and Enrollment System ▪ Includes agency wide infrastructure costs of insurance, memberships/dues, professional services, utilities, janitorial, and maintenance

AGENDA ITEM 7a

In addition to the ten strategies in the Strategic Plan, the **Oakland Children's Initiative** strategy budget proposal for FY 2025-26 is **\$40,677,031** and consists of:

FY 2025-26 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$40,677,031	<ul style="list-style-type: none"> City of Oakland Measure AA Parcel Tax 	<ul style="list-style-type: none"> Continue as Implementation Partner for Oakland Children's Initiative Early Education Fund Continue investments for Oakland Unified School District and City of Oakland Head Start for service expansion, family support, and capacity-building to benefit low-income 3- and 4-year-old children in Oakland


FISCAL IMPACT

The fiscal impact is **\$252,614,172** in budgeted expenses, which will be funded by a combination of Prop 10, Measure C, Measure AA, and other revenue sources.

RECOMMENDATION

That the Commission approve the Fiscal Year 2025-27 Proposed Budget.

Submitted by:

Signed by:

 Nick Zhou
 Chief Financial Officer

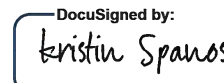
Reviewed by:

DocuSigned by:

 Cally Martin
 Deputy Chief Executive Officer

DocuSigned by:

 Maria Canteros
 Senior Administrator, Finance

Approved by:
 DocuSigned by:

 Kristin Spanos
 Chief Executive Officer



First 5 Alameda County
Proposed Budget - Revenue
July 1, 2025 - June 30, 2026

AGENDA ITEM 7a1

	Revenues	footnote	Final Revised Budget FY2024-25	Proposed Original Budget FY2025-26	Change Increase/ (Decrease)
	Tobacco Tax Revenue	1	9,716,994	9,266,802	(450,192)
	Measure AA Parcel Tax Revenue	2	32,519,042	44,726,586	12,207,544
	Measure C Sales Tax Revenue	3	124,698,027	189,703,134	65,005,107
	Other First 5 Income				
	First 5 San Benito (IMPACT Legacy & HUB)	4	704,825	851,803	146,978
	First 5 San Benito (Home Visiting Regional Technical Assistance)	5	170,171	-	(170,171)
	Total Other First 5 Income		874,996	851,803	(23,193)
	Other Local (Interagency) Income				
	Alameda County Health Care Services Agency (Fathers Corp)		400,000	400,000	(0)
	Alameda County Office of Education (QRIS Block Grant)		614,934	614,937	3
	Alameda County Public Health Dept. (shared Technology costs)		171,409	179,409	8,000
	Alameda County Social Services Agency (CEL Application)	5	421,684	-	(421,684)
	Federal Pass-through Grants:				
	Alameda County Social Services Agency (Family Navigator, Comprehensive Child Development and Workforce Pilot)		725,000	725,000	(0)
	Federal Pass-through State Grants:				
	California Dept. of Social Services (QCC QRIS Block Grant)		1,339,415	907,379	(432,036)
	Total Interagency Income		3,672,442	2,826,725	(845,717)
	Grants				
	Sunlight Giving		440,000	200,000	(240,000)
	Alameda Alliance for Health		1,594,344	921,725	(672,619)
	Hellman Foundation (via CA Children and Families Foundation)	5	100,000	-	(100,000)
	Stupski Foundation	5	104,492	-	(104,492)
	Kaiser Permanente		95,000	95,000	-
	Child Family & Community Services (via CA Children and Families Foundation)	6	488,282	418,000	(70,282)
	Heising-Simons Foundation	5	75,000	75,000	-
	Kresge Foundation	7	100,000	150,000	50,000
	Fatherhood Summit Sponsors: Cal Wellness Foundation, First 5 CA, Heising Simons	7	55,000	55,000	-
	Total Grants		3,052,118	1,914,725	(1,137,393)
	Fiscal Leveraging - MediCal Administrative Activities	8	2,500,000	3,026,216	526,216
	Other Income				
	Investment Revenue		-	298,181	298,181
	Miscellaneous Revenue - Other		-	-	-
	TOTAL REVENUE		177,033,619	252,614,172	75,580,553
	RESERVES				
	Proposition 10 - Sustainability Funds		-	-	-
	TOTAL REVENUES & AVAILABLE FUNDS		177,033,619	252,614,172	75,580,553
	Footnotes:				
	1 Prop 10 Tobacco Tax revenue for Alameda County has been updated to reflect the projected decrease provided by the State in September 2024.				
	2 The City of Oakland's Parcel Tax revenue has been updated to reflect the FY 2025-26 proposed activities for the Oakland Children's Initiative.				
	3 Measure C Sales Tax revenue as been added to reflect the FY 2025-26 Annual Expenditure Plan.				
	4 Revenue has been updated for contracts amounts from: First 5 San Benito, Alameda County Health Care Services Agency, Alameda County Office of Education, and California Department of Social Services.				
	5 One-time funding, not renewed for FY 2025-26 from: Alameda County Social Services Agency, First 5 San Benito, Hellman Foundation, Stupski Foundation,				
	6 Revenue from Kaiser Foundation (for Fatherhood programming) and Heising Simons Foundation (for Measure C implementation activities) received in FY 2024-25 for planned FY 2025-26 activities.				
	7 Revenue from the Kresge Foundation, First 5 California, California Wellness Foundation and Heising Simons received un FY 2024-25 as sponsors of the Fatherhood Summit, scheduled for September 2025.				
	8 Projected funding for Medi-Cal Administrative Activities (MAA); estimates are based on MAA invoices submitted in FY 2024-25.				



First 5 Alameda County
Proposed Budget by Expenditure Category
July 1, 2025 - June 30, 2026

AGENDA ITEM 7a2

Expenditures	Final Revised Budget FY2024-25	Proposed Budget FY2025-26	Variance from Prior Year
Personnel Costs	\$24,720,794	\$30,524,722	\$5,803,928
Program Contracts/Grants	\$149,281,665	\$217,909,541	\$68,627,876
Program Operating Costs	\$1,277,727	\$1,969,077	\$691,350
Infrastructure Costs	\$1,753,433	\$2,210,833	\$457,400
TOTAL EXPENDITURES	\$177,033,619	\$252,614,172	\$75,580,553

Notes:

FY 2025-26 proposed expenditure budget categories (personnel, contracts and grants, program operating costs, and infrastructure costs) show an increase due to the inclusion of Measure C activities across strategies.



First 5 Alameda County
Proposed Expenditure Budget By Strategy
July 1, 2025 - June 30, 2026

AGENDA ITEM 7a3

	Pediatric Care Coordination	Parent Partnership	Neighborhoods Ready for School	Fatherhood	Early Care & Education	Data & Evaluation	Policy & Advocacy	Training	Communications	Operational Support			Oakland Children's Initiative	TOTAL PROPOSED ORIGINAL BUDGET
										Technology	Planning	Finance, Human Resources & Admin/Facilities		
FY 2025-26 PROPOSED ORIGINAL BUDGET														
	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26	FY 2025-26
Personnel Costs														
Salaries & Benefits	3,387,598	737,592	852,318	535,325	5,211,686	3,763,967	1,960,608	627,765	1,023,837	3,784,075	1,530,634	7,109,316	0	30,524,722
Program Contracts/Grants														
Contracts	889,335	2,538,740	2,579,279	355,000	154,448,930	2,834,000	242,281	459,200	877,200	3,330,000	0	8,095,093	40,622,031	217,271,090
Grants & Stipends	0	0	0	3,000	274,000	0	0	0	0	0	0	0	0	277,000
Professional Services	0	0	36,000	157,000	85,151	0	0	58,300	0	0	0	25,000	0	361,451
Total Contracts/Grants	889,335	2,538,740	2,615,279	515,000	154,808,081	2,834,000	242,281	517,500	877,200	3,330,000	0	8,120,093	40,622,031	217,909,541
Program Operating Costs	73,100	7,050	15,000	104,291	575,311	43,000	198,645	19,903	310,827	111,000	0	455,950	55,000	1,969,077
Infrastructure Costs	0	0	0	0	0	0	0	0	0	1,063,508	0	1,147,325	0	2,210,833
Total Direct Program Costs	4,350,033	3,283,382	3,482,597	1,154,616	160,595,078	6,640,967	2,401,534	1,165,168	2,211,864	8,288,584	1,530,634	16,832,684	40,677,031	252,614,172



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 Administrator, Finance

Date: June 5, 2025

Subject: Fiscal Year 2025-2035 Long Range Financial Plan

ACTION REQUESTED

To review the following Fiscal Year (FY) 2025-2035 Long Range Financial Plan.

BACKGROUND

First 5 Alameda County has adopted a Long-Range Financial Plan (LRFP) annually since March 2004. Adoption of a Long-Range Financial Plan has been a statutory requirement of all First 5 Commissions since 2006-07. The current LRFP was formally approved by the Commission in June 2024. An update to the LRFP is included with underlying assumptions as well as historical background information. The update reflects the Proposed Budget for FY 2025-26 and the most recent Tobacco Tax revenue forecast from the California Department of Finance and First 5 California as of September 2024.

MINIMUM FUND BALANCE REQUIREMENTS

Historically, the policy required maintaining a minimum fund balance equal to six months of Prop 10 operating expenses, plus an amount to cover fiscal obligations under the Reduction in Workforce Policy. However, in light of Measure C implementation planning, the Commission approved a temporary suspension of this six-month minimum requirement effective October 3, 2024. This suspension will remain in place until the receipt of Measure C funds, which is anticipated to be released shortly after the presentation of the Child Care, Preschool, and Early Education Five-Year Program Plan and Budget to the Alameda County Board of Supervisors in mid-June 2025. Upon receipt of Measure C funds, including the Proposition 10 payback, the six-month minimum balance policy will be automatically reinstated.

This change has provided necessary administrative flexibility to support the ramp-up period for Measure C and allowed continued use of the Sustainability Fund to maintain agency capacity, bridge funding gaps, and support implementation readiness. Borrowing from the Fund for this purpose was authorized by the Commission, with the expectation of restoring borrowed amounts once Measure C revenues are received.

AGENDA ITEM 7b

FISCAL IMPACT

There is no fiscal impact.

RECOMMENDATION


That the Commission approve the following Fiscal Year 2025-2035 Long Range Financial Plan.

Submitted by:

Signed by:

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Nick Zhou
Chief Financial Officer

Approved by:

DocuSigned by:

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Kristin Spanos
Chief Executive Officer

DocuSigned by:

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Maria Canteros
Senior Administrator, Finance

Reviewed by:

DocuSigned by:

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Cally Martin
Deputy Chief Executive Officer

ASSUMPTIONS FOR THE REVISED LONG RANGE FINANCIAL PLAN

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

REVENUES

FY 2024-25 figures reflect the revised budget approved in February 2025. For FY 2025-26 and subsequent years, the following revenue assumptions were used:

- **Tobacco Tax** – The California Department of Finance (DoF) prepared revised projections of First 5 tobacco tax revenues in September 2024 through FY 2028-29. Revenue projections are estimated and include Proposition 10, Proposition 56 backfill, California Electronic Cigarette Excise Tax (CECET), estimated interest earned by the account, less adjustments for California Department of Tax and Fee Administration's administrative costs, backfill to Prop 99 and Breast Cancer Fund and statewide assessments. The allocations are based off published birth rate data which was updated July 19, 2023. The projections listed below cover FY 2024-2035.

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

<u>Fiscal Year</u>	<u>DoF Projection</u>	<u>Actual Revenue</u>	<u>Fiscal Year</u>	<u>DoF Projection</u>	<u>Actual Revenue</u>
2010-2011	\$14.0m	\$14.3m	2023-2024	\$9.9m	\$9.9m
2011-2012	\$13.8m	\$14.5m	2024-2025	\$9.7m	
2012-2013	\$13.3m	\$13.6m	2025-2026	\$9.3m	
2013-2014	\$13.2m	\$13.2m	2026-2027	\$8.9m	
2014-2015	\$13.0m	\$13.3m	2027-2028	\$8.3m	
2015-2016	\$12.1m	\$13.2m	2028-2029	\$8.0m	
2016-2017	\$11.6m	\$12.6m	2029-2030	\$7.6m	
2017-2018	\$10.6m	\$11.3m	2030-2031	\$7.2m	
2018-2019	\$12.8m	\$12.1m	2031-2032	\$6.8m	
2019-2020	\$11.5m	\$12.6m	2032-2033	\$6.5m	
2020-2021	\$11.9m	\$13.0m	2033-2034	\$6.2m	
2021-2022	\$12.9m	\$12.5m	2034-2035	\$5.9m	
2022-2023	\$11.0m	\$11.1m			

Based on the above DoF projection for FY 2025-26, the Long-Range Financial Plan assumes a 5% decrease in tax revenue from the prior year. Beyond FY 2025-26, revenues are expected to continue declining by approximately 4% to 6% annually through 2035. If actual revenues show a significant change during the year, the projection for the current year will be brought to the Commission at mid-year, along with other budget modification proposals.

- **Measure AA Tax Revenue** – \$44,726,586
 - Funding from the City of Oakland Measure AA parcel tax for the Oakland Children's Initiative Early Education Fund activities

AGENDA ITEM 7b

- **Federal Pass-Through Contracts and Grants – \$1,632,379**
 - Funding from Alameda County Social Services Agency to support early child development activities in the Castlemont neighborhood, workforce development pilot and family navigation services (\$725,000)
 - Funding from the California Department of Social Services Quality Counts California (QCC) QRIS Block Grant (\$907,379)
- **State Grants - \$851,803**
 - Funding from First 5 California via First 5 San Benito (IMPACT Legacy \$787,780 and IMPACT Local Regional T/TA Hub \$64,023) to support local QRIS work including rating and quality improvement in child care settings
- **Local Contracts and Grants - \$1,194,346**
 - Funding from Alameda County Health, Alameda County Social Services Agency, Alameda County Probation Department, and Alameda County Child Support Services to support Fathers Corps work (\$400,000)
 - Alameda County Public Health Department funding for ECChange database hosting and maintenance (\$179,409)
 - Funding from Alameda County Office of Education Block Grant to support Quality Rating Improvement Systems (QRIS) work (projected award \$614,937)
- **Other (Private) Grants – \$1,914,725**
 - Projected funding from the Alameda Alliance for Health for continued support of Help Me Grow's member engagement activities related to care coordination (\$921,725)
 - Funding from Sunlight Giving for general operating support (\$200,000)
 - Funding from the Child Family & Community Services (via CA Children and Families Foundation) to fill gaps in Alameda County's early childhood system (\$418,000)
 - Funding from the Heising-Simons Foundation to support Measure C strategic communications activities (\$75,000)
 - Funding from Kaiser Hospitals Foundation to support Fatherhood's Prenatal Black Fathers Group pilot program (\$95,000)
 - Funding to support the Fatherhood Summit from Kresge Foundation (\$150,000) First 5 California (\$10,000), California Wellness Foundation (\$20,000) and Heising-Simons Foundation (\$25,000)

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

- **Investment Income –** Projected interest and dividend income earned from investments (\$298,181)
- **Fiscal Leveraging –** Since FY 2009-10, fiscal leveraging revenues consist entirely of federal reimbursements under the Medi-Cal Administrative Activities (MAA) program. Gross MAA revenues for the prior fiscal year are usually received 8-12 months in arrears. As a result of the perpetual time study methodology introduced by the granting agency in FY 2013-14 and the inclusion of actual client count for invoicing, revenues have averaged approximately \$2.8 million. For the purposes of this LRFP, it is assumed that programs eligible for MAA claiming will be reimbursed in FY 2025-26 budget year at

AGENDA ITEM 7b

\$3 million and conservatively continuing between \$3 million to \$4 million through FY 2034-35.

EXPENSES

FY 2025-26 expenditure figures are from the current proposed budget process. For FY 2026-35, total expenses have been reduced to leave a minimum fund balance as recommended below. The plan does not provide for any cost-of-living allowances or inflationary increases. In prior years these increases have been covered within the range of annual budgetary savings, and this is expected to continue in future years as well.

Use of Sustainability Funds

First 5 has used the Sustainability Fund to support a steady state to maintain Agency capacity as we anticipate the continued build-out of the early childhood system and to close the gap between program costs and declining Prop 10 revenue. Additionally, since the passage of Measure C, First 5 has temporarily loaned funds from the Sustainability Fund to help the organization prepare for implementation.

A transfer of approximately \$19.9 million from Measure C to the Proposition 10 fund is anticipated to repay the amounts previously loaned to support Measure C readiness activities. This transfer is subject to approval of the Measure C spending plan by the Alameda County Board of Supervisors. Once approved and received, these funds will be restored to the Sustainability Fund.

MINIMUM FUND BALANCE REQUIREMENTS

First 5 Alameda County has historically maintained a minimum fund balance in the Sustainability Fund equal to six months of Prop 10 operating expenses plus an amount to cover fiscal obligations under the Agency's Reduction in Workforce Policy. These reserves serve as an operating buffer to address ongoing cash flow requirements and potential delays in receiving state tobacco tax revenues or other income.

However, in October 2024, the Commission approved a temporary suspension of the six-month minimum fund balance policy. This change was made to support First 5's administrative and financial flexibility during the ramp-up and planning phase of Measure C implementation. The suspension will remain in effect until the County of Alameda releases Measure C funding, at which time the six-month minimum fund balance requirement will automatically be reinstated.

The Sustainability Fund continues to be a key mechanism for maintaining Agency capacity, bridging funding gaps, and preparing for Measure C. The Commission also authorized temporary borrowing from the Fund for implementation readiness. Upon receipt of Measure C funds, borrowed amounts will be restored.

HISTORICAL BACKGROUND

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

AGENDA ITEM 7b

The Sustainability Fund is projected to be approximately \$14.9 million at the end of the current 24-25 fiscal year and was accumulated in a number of ways over the past years. First, the Fund developed through the initial reserve that occurred when tax dollars were accumulated but could not be spent until a Strategic Plan was passed (Jan. 1999-Jan. 2000). Thereafter, contributions to the Sustainability Fund were intentionally budgeted over several years (2001-2004). Finally, budgeted funds that remained unspent were directed by the Commission to be added to the Sustainability Fund, rather than be rolled-over to the subsequent year's budget (2001-present). It is important to note however that, Sustainability Funds have been budgeted for program use since 2005-06, which means that expenses have been projected higher than revenues in each of those years, but budget savings in those years made it unnecessary to draw from the Fund. These changes have resulted in draws periodically from the Sustainability Fund only since FY 2009-10.

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

Draw down from Sustainability for Operations (\$millions)

<u>Fiscal Year</u>	<u>Planned draw down</u>	<u>Actual amount drawn</u>
<u>FY 2009-2013 Strategic Plan</u>		
2009-10	\$6.9m	\$3.3m
2010-11	\$9.3m	\$6.7m ¹
2011-12	\$4.1m	\$0.8m
2012-13	\$9.0m	\$5.3m ²
<u>FY 2013-17 Strategic Plan</u>		
2013-14	\$1.7m	\$0.0
2014-15	\$2.3m	\$1.5m
2015-16	\$2.3m	\$1.2m
2016-17	\$4.9m	\$0.0
<u>FY 2017-22 Strategic Plan</u>		
2017-18	\$3.5m	\$0.0
2018-19	\$2.0m	\$0.0
2019-20	\$3.7m	\$0.0
2020-21	\$6.1m	\$1.4m
2021-22	\$4.1m	\$2.0m
<u>FY 2022-27 Strategic Plan</u>		
2022-23	\$5.0m	\$2.3m
2023-24	\$5.9m	\$5.4m
2024-25	\$13.2m	
2025-26	\$0.0m	

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

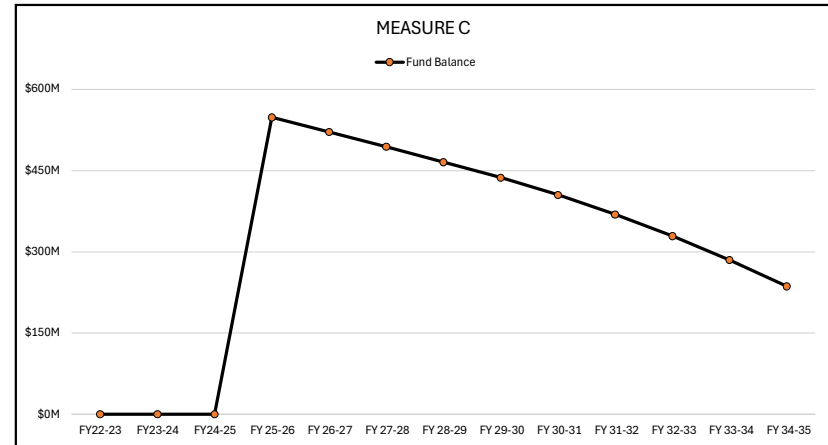
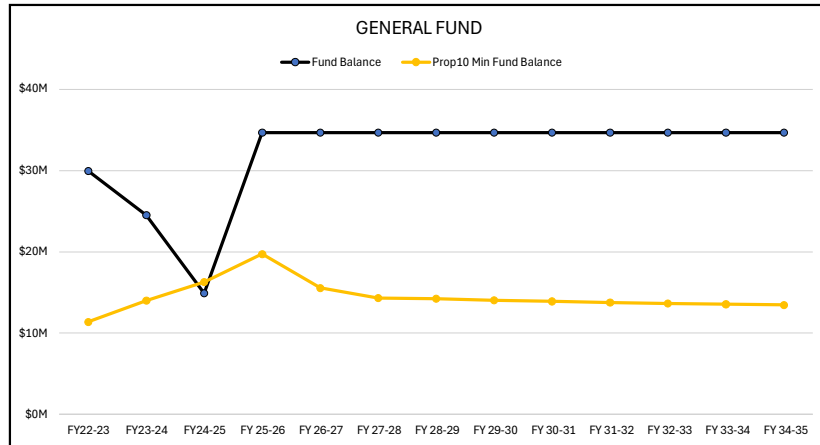
² Purchase of office building at 1115 Atlantic Ave., Alameda in April 2013.

	2022 - 2027 Strategic Plan												
	FY22-23 Actual	FY23-24 Actual	FY24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	FY 29-30 Projected	FY 30-31 Projected	FY 31-32 Projected	FY 32-33 Projected	FY 33-34 Projected	FY 34-35 Projected
GENERAL FUND													
BEGINNING BALANCE AS OF JULY 1	32,115,751	29,971,981	24,545,464	14,909,044	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229
Projected Revenue													
Proposition 10 Tobacco Tax	11,017,437	9,932,086	9,716,994	9,266,083	8,903,311	8,374,184	7,993,433	7,593,761	7,214,073	6,853,370	6,510,701	6,185,166	5,875,908
Fiscal Leveraging (MAA)	1,553,416	3,058,291	2,500,000	3,026,216	3,117,002	3,210,512	3,306,828	3,406,032	3,508,213	3,613,460	3,721,864	3,833,520	3,948,525
Grant Income													
Federal	1,687,010	1,961,665	2,064,415	1,632,379	1,625,000								
State	1,225,293	1,133,272	704,825	851,803	-								
Local	1,263,997	1,554,606	1,186,343	1,194,346	400,000								
Private	3,281,161	1,560,759	2,977,118	1,914,725	-								
Investment Income	102,156	1,092,247	530,040	223,636	260,184	260,184	260,184	260,184	260,184	260,184	260,184	260,184	260,184
Admin Fee Income	478,273	2,276,650	3,249,142	21,295,294	16,835,935	16,810,150	16,920,063	16,844,157	16,844,157	16,844,157	16,844,157	16,844,157	16,844,157
Misc. Income	20,500	51,060											
Transfer In				19,857,450									
Total Projected Revenue & Transfer In	20,629,243	22,620,636	22,928,876	59,261,931	31,141,433	28,655,030	28,480,508	28,104,135	27,826,628	27,571,171	27,336,906	27,123,027	26,928,774
Total Projected Expense & Transfer Out	22,773,013	28,047,153	32,565,296	39,479,747	31,141,433	28,655,030	28,480,508	28,104,135	27,826,628	27,571,171	27,336,906	27,123,027	26,928,774
Total Projected Surplus/Deficit	(2,143,770)	(5,426,517)	(9,636,420)	19,782,185	-	-	-	-	-	-	-	-	-
ENDING BALANCE	29,971,981	24,545,464	14,909,044	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229	34,691,229
Minimum Prop 10 Fund Balance Required	11,386,507	14,023,577	16,282,648	19,739,873	15,570,716	14,327,515	14,240,254	14,052,067	13,913,314	13,785,585	13,668,453	13,561,513	13,464,387
MEASURE C				Y1	Y2	Y3	Y4	Y5					
BEGINNING BALANCE AS OF JULY 1	-	-	-	-	548,539,416	521,572,217	494,484,153	465,780,720	437,481,705	405,389,373	369,379,448	329,324,442	285,093,581
Projected Revenue													
Measure C Revenue - CY	-			150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000
Measure C Revenue - PY				600,000,000									
Measure C Interest Income				8,100,000	8,228,091	7,823,583	7,417,262	6,986,711	6,562,226	6,080,841	5,540,692	4,939,867	4,276,404
Total Projected Revenue & Transfer In	-	-	-	758,100,000	158,228,091	157,823,583	157,417,262	156,986,711	156,562,226	156,080,841	155,540,692	154,939,867	154,276,404
Expense													
Projected Expense				189,703,134	185,195,290	184,911,648	186,120,695	185,285,726	188,654,557	192,090,765	195,595,697	199,170,728	

FIRST 5 ALAMEDA COUNTY LONG-RANGE FINANCIAL PLAN

2022 - 2027 Strategic Plan													
FY22-23	FY23-24	FY24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	
Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	

Fund Balance :



Assumption:

Projected Prop 10 annual revenue decline rate	-5.0%
Projected Medi-Cal Administrative Activities (MAA) annual revenue growth rate	3.0%
Projected Investment annual yield	1.5%
Projected Inflation rate	2.0%
Measure AA (OCI): Activities are assumed through FY 2026-27 (end of current contract term) and expected to continue thereafter.	

AGENDA ITEM 7c



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 Administrator, Finance

Date: June 5, 2025

Subject: Fiscal Year 2025-27 Budget – Proposed Contracts List

REQUESTED ACTION

To review the following Fiscal Year (FY) 2025-27 budget contract authorizations.

BACKGROUND

Per our Financial Policies, Section IX. Purchasing and Contracting, the Commission must approve contract/award amounts of \$300,000 and above in aggregate.

As part of the FY 2025-27 budget presentation, First 5 brings forward a full list of all identified contract authorizations for Commission review and approval. The attached list of contracts includes award amounts below the Commission-level authorization.

Fiscal Impact: Funding is included in the proposed FY 2025-27 budget.

RECOMMENDATION

That the Commission approve the attached list of Fiscal Year 2025-27 contract authorizations.

Submitted by:

Signed by:

Nick Zhou

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Nick Zhou

Chief Financial Officer

Reviewed by:

DocuSigned by:

Cally Martin

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Cally Martin

Deputy Chief Executive Officer

Approved by:

DocuSigned by:

Maria Canteros

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Maria Canteros

Senior Administrator, Finance

DocuSigned by:

Kristin Spanos

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Kristin Spanos

Chief Executive Officer

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

No.	Strategy	Contractor Name	Program/Project	Scope of Work/Description	New or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Communications									
1	Communications	Band Together Communications	Strategic Communications Advising and Support	Funding to provide communications advising and consulting services to First 5 Leadership staff and communications support for Measure C implementation.	Renewal	July 1, 2025-June 30, 2026	\$ 250,000		\$ 250,000
2	Communications	Full Court Press	Communications Implementation Support	Funding to develop communications strategies, content, and materials to amplify the work of First 5's programs and policy advocacy, including Measure C work.	Renewal	July 1, 2025-June 30, 2026	\$ 50,000		\$ 50,000
3	Communications	Karen Capraro	Annual Report Graphic Design	Funding to complete graphic design and microsite development for the agency's Annual Report, and other graphic design projects as assigned.	Renewal	July 1, 2025-June 30, 2026	\$ 40,000		\$ 40,000
4	Communications	Yellow & Blue Communications	Public Awareness Campaign	Funding to provide creative development of advertisements and complete ad buys for out-of-home and online/social media advertising campaign related to Measure C implementation.	Renewal	July 1, 2025-June 30, 2026	\$ 117,200		\$ 117,200
Data and Evaluation									
5	Data and Evaluation	American Institutes for Research (AIR)	Measure C Evaluation	Funding to design the evaluation for Measure C.	New	July 1, 2025-June 30, 2027	\$ 381,000	\$ 469,000	\$ 850,000
6	Data and Evaluation	New Haven Unified School District (NHUSD)	Early Development Instrument (EDI) Planning Grant	Funding to provide planning grants to school districts for Early Development Instrument (EDI) implementation.	New	July 1, 2025-June 30, 2026	\$ 35,000		\$ 35,000
7	Data and Evaluation	Oakland Unified School District (OUSD)	Early Development Instrument (EDI) Planning Grant	Funding to provide planning grants to school districts for Early Development Instrument (EDI) implementation.	New	July 01, 2025-June 30, 2026	\$ 45,000		\$ 45,000
8	Data and Evaluation	University of CA, Los Angeles (UCLA) Center for Healthier Children, Families and Communities	Evaluation	Funding to support the implementation and reporting of the Early Development Instrument (EDI) and a parent survey, Childhood Experiences Questionnaire (CHEQ), across all districts.	Renewal	July 1, 2025-June 30, 2026	\$ 444,000		\$ 444,000
Early Care and Education									
9	Early Care and Education	Alameda Professional Child Care Association (APCCA)	Family Child Care (FCC) Professional Development/Capacity Building	Funding to provide support for Family Child Care associations to offer professional development and capacity building for their membership.	Renewal	July 1, 2025-June 30, 2026	\$ 10,000		\$ 10,000
10	Early Care and Education	BANANAS, Inc.	Quality Counts (QC) Quality Rating Improvement System (QRIS) Professional Development & Coaching	Funding to provide countywide training to Early Learning and Care providers and Quality Counts (QC) Coach(es) who supports quality improvement at QC sites.	Renewal	July 1, 2025-June 30, 2026	\$ 292,562		\$ 292,562
11	Early Care and Education	BANANAS, Inc.	Family, Friend, and Neighbor (FFN) Caregiver Training and Playgroups, Family Child Care (FCC) Provider Curriculum	Funding to provide training and playgroups for Family, Friend, and Neighbor (FFN) caregivers and curriculum groups for Family Child Care (FCC) providers.	Renewal	July 1, 2025-June 30, 2026	\$ 82,050		\$ 82,050
12	Early Care and Education	BANANAS, Inc.	Child Care Access Referral Ensured (CARE)	Funding to implement the Child Care Access Referral Ensured (CARE) Homeless Navigation Pilot Program.	Renewal	July 1, 2025-June 30, 2026	\$ 101,800		\$ 101,800
13	Early Care and Education	BANANAS, Inc.	Child Care Navigation	Funding to increase the number of families served; provide enhanced referrals; increase coordination through use of technology (Child Care Pathways & data sharing).	New	July 1, 2025-June 30, 2026	\$ 500,000		\$ 500,000

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

No.	Strategy	Contractor Name	Program/Project	Scope of Work/Description	New or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
14	Early Care and Education	BANANAS, Inc.	Family, Friend, and Neighbor (FFN) Caregiver Grants & Health & Safety Equipment	Funding to distribute relief grants of \$4,000 for Family, Friend, and Neighbor (FFN) caregivers serving children 0-12 with a subsidy; Health & Safety equipment for FFN caregivers currently serving children 0-5 with a subsidy.	New	July 1, 2025-June 30, 2026	\$ 2,704,850		\$ 2,704,850
15	Early Care and Education	California School Age Consortium (CalSAC)	Quality Rating Improvement System (QRIS) Quality Improvement Grants	Funding to disburse, manage and monitor quality improvement (QI) grants for eligible Quality Counts (QC) non-California State Preschool Program sites.	Renewal	July 1, 2025-June 30, 2026	\$ 312,000		\$ 312,000
16	Early Care and Education	Cindy Martinez-Roberts	Family Child Care/Family, Friend, and Neighbor Provider Support Groups	Funding to provide space for support groups for Family Child Care (FCC) providers and Family, Friend, and Neighbor (FFN) caregivers to gather and provide peer support.	Renewal	July 1, 2025-June 30, 2026	\$ 24,000		\$ 24,000
17	Early Care and Education	Cindy Martinez-Roberts	Child Care Navigation	Funding to increase the number of families served; provide enhanced referrals; increase coordination through use of technology (Child Care Pathways & data sharing).	New	July 1, 2025-June 30, 2026	\$ 500,000		\$ 500,000
18	Early Care and Education	Community Child Care Council (4Cs) of Alameda County	Family, Friend, and Neighbor (FFN) Caregiver Grants & Health & Safety Equipment	Funding to distribute relief grants of \$4,000 for Family, Friend, and Neighbor (FFN) caregivers serving children 0-12 with a subsidy; Health & Safety equipment for FFN caregivers currently serving children 0-5 with a subsidy.	New	July 1, 2025-June 30, 2026	\$ 3,966,650		\$ 3,966,650
19	Early Care and Education	Community Childcare Council (4Cs) of Alameda County	Quality Counts (QC) Quality Rating Improvement System (QRIS) Professional Development & Coaching	Funding to provide countywide training to Early Learning and Care providers and Quality Counts (QC) Coach(es) who supports quality improvement at QC sites.	Renewal	July 1, 2025-June 30, 2026	\$ 292,562		\$ 292,562
20	Early Care and Education	Community Childcare Council (4Cs) of Alameda County	Family, Friend, and Neighbor (FFN) and Family Child Care (FCC) Grants & Health & Safety Equipment	Funding to provide training and playgroups for Family, Friend, and Neighbor (FFN) caregivers and curriculum groups for Family Child Care (FCC) providers.	Renewal	July 1, 2025-June 30, 2026	\$ 82,050		\$ 82,050
21	Early Care and Education	Davis Street Community Center	Family, Friend, and Neighbor (FFN) Caregiver Grants & Health & Safety Equipment	Funding to provide relief grants of \$4,000 for Family, Friend, and Neighbor (FFN) caregivers serving children 0-12 with a subsidy; Health & Safety equipment for FFN currently serving children 0-5 with a subsidy.	New	July 1, 2025-June 30, 2026	\$ 1,067,850		\$ 1,067,850
22	Early Care and Education	Early Care & Education Pathways to Success (ECEPTS)	Apprenticeship Expansion	Funding to support expansion of Registered Apprenticeship Programs.	New	July 1, 2025-December 31, 2026	\$ 2,728,135		\$ 2,728,135
23	Early Care and Education	Hively	Quality Counts (QC) Quality Rating Improvement System (QRIS) Professional Development & Coaching	Funding to provide countywide training to Early Learning and Care providers and Quality Counts (QC) Coach(es) who supports quality improvement at QC sites.	Renewal	July 1, 2025-June 30, 2026	\$ 136,749		\$ 136,749
24	Early Care and Education	Hively	Family, Friend, and Neighbor (FFN) Caregivers Training and Playgroups, Family Child Care (FCC) Providers Curriculum	Funding to provide training and playgroups for Family, Friend, and Neighbor (FFN) caregivers and curriculum groups for Family Child Care (FCC) providers.	Renewal	July 1, 2025-June 30, 2026	\$ 82,050		\$ 82,050
25	Early Care and Education	Hively	Child Care Navigation	Funding to increase the number of families served; provide enhanced referrals; increase coordination through use of technology (Child Care Pathways & data sharing)	New	July 1, 2025-June 30, 2026	\$ 500,000		\$ 500,000

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

No.	Strategy	Contractor Name	Program/Project	Scope of Work/Description	New or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
26	Early Care and Education	Hively	Family, Friend, and Neighbor (FFN) Caregiver Grants & Health & Safety Equipment	Funding to distribute relief grants of \$4,000 for Family, Friend, and Neighbor (FFN) caregivers serving children 0-12 with a subsidy; Health & Safety equipment for FFN caregivers currently serving children 0-5 with a subsidy.	New	July 1, 2025-June 30, 2026	\$ 4,404,250		\$ 4,404,250
27	Early Care and Education	Low Income Investment Fund (LIIF)	Early Childhood Facilities Grants	Funding to provide consulting, technical assistance, and administration of early childhood facilities grants: including but not limited to Family Child Care (FCC) providers, child care centers, family resource centers and shelters.	Renewal	July 1, 2025-June 30, 2026	\$ 19,445,532		\$ 19,445,532
28	Early Care and Education	Oakland Public Library via Friends of the Oakland Public Library	Library Family, Friend, and Neighbor (FFN) Caregiver Strategies	Funding to enhance early childhood spaces at 10 Oakland Public Library branches to increase Family, Friend, and Neighbor (FFN) caregivers participation in storytime activities.	Renewal	July 1, 2025-June 30, 2026	\$ 33,400		\$ 33,400
29	Early Care and Education	San Leandro Public Library	Library Family, Friend, and Neighbor (FFN) Caregiver Strategies	Funding to enhance early childhood spaces at San Leandro Public Library branches to increase Family, Friend, and Neighbor (FFN) caregivers participation in storytime activities and implementation of the Sparkler app.	Renewal	July 1, 2025-June 30, 2026	\$ 35,000		\$ 35,000
30	Early Care and Education	Sparkler Learning	Developmental Screening Enhancement with Mobile Application	Funding to continue implementation of a pilot developmental screening program. Sparkler would work with First 5 Alameda County for six months to increase access to developmental screening, family engagement, and support for children and families using Sparkler's mobile applications and web-based dashboard. Sparkler will support First 5 Alameda County in collaboration with the San Leandro Public Library "Stay and Play" playgroups.	Renewal	July 1, 2025-June 30, 2026	\$ 30,000		\$ 30,000
31	Early Care and Education	Valley Family Child Care Association (VFCCA)	Family Child Care (FCC) Provider Professional Development/Capacity Building	Funding to support Family Child Care (FCC) provider associations to offer professional development and capacity building for their membership.	Renewal	July 1, 2025-June 30, 2026	\$ 10,000		\$ 10,000
32	Early Care and Education	WestEd	Quality Counts (QC) Quality Rating Improvement System (QRIS) Rating for California State Preschool Program Sites	Funding to provide reliable and valid Classroom Assessment Scoring System (CLASS) assessments for identified Quality Counts sites. Ensure CLASS observers meet Quality Counts California (QCC) and California State Preschool Program requirements for certified CLASS observers, and follow QCC Implementation Guide for sampling and completing CLASS assessments.	Renewal	July 1, 2025-June 30, 2026	\$ 35,000		\$ 35,000
33	Early Care and Education	YMCA of the East Bay	Workforce Pilot Program	Funding to train California Work Opportunity and Responsibility to Kids (CalWORKs) participants to become certified and employed as early childhood professionals.	Renewal	July 1, 2025-June 30, 2026	\$ 565,084		\$ 565,084

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

No.	Strategy	Contractor Name	Program/Project	Scope of Work/Description	New or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Fatherhood									
34	Fatherhood	A Better Way	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000
35	Fatherhood	Community Child Care Council (4C's) of Alameda County	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000
36	Fatherhood	Dads Evoking Change	Fathers Corps	Funding to provide drop-in sessions to under-resourced, Alameda County fathers with a reliable, safe space to receive guidance from family court attorneys on how to navigate the family courts and provide resources and guidance related to child custody laws, filling out commonly used court forms, and knowledge on steps to take to reach their desired goals.	Renewal	July 1, 2025-June 30, 2027	\$ 10,000	\$ 10,000	\$ 20,000
37	Fatherhood	Darren White dba Realized Potential Inc.	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000
38	Fatherhood	DDG Training and Consulting	Fathers Corps	Funding to co-design, co-lead, and implement the Healthy Relationship Learning Community, Fatherhood Partnership and provide technical assistance and consultation to cohort participants; Co-Design and implement the Fatherhood Summit.	Renewal	July 1, 2025-June 30, 2027	\$ 20,000	\$ 20,000	\$ 40,000
39	Fatherhood	Encore	Fatherhood Summit	Funding to provide all audio/visual (A/V) and technical support for the 2025 Fatherhood Summit at the Oakland Marriott, which mandates the use of this vendor; services will include mainstage lighting, staging, sound, and projection, as well as full A/V setup in all breakout rooms and common spaces to ensure a seamless and professional experience for attendees and presenters.	New	July 1, 2025-June 30, 2026	\$ 50,000		\$ 50,000
40	Fatherhood	Family Paths	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000
41	Fatherhood	Hayward Unified School District (HUSD)	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

No.	Strategy	Contractor Name	Program/Project	Scope of Work/Description	New or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
42	Fatherhood	Jeweld Legacy Group	Fatherhood Summit	Funding to plan coordinate, support fund development, and execute activities related to but not limited to organizing, promoting, and hosting the 2025 Fatherhood Summit for Alameda County Fathers, Father-figures, and allies.	Renewal	July 1, 2025-June 30, 2026	\$ 30,000		\$ 30,000
43	Fatherhood	Oakland Marriott City Center	Fatherhood Summit	Funding to host the 2025 Alameda County Fatherhood Summit, including conference space, breakout rooms, event staffing, catering, and hospitality services.	New	July 1, 2025 - Sept. 28, 2025	\$ 90,000		\$ 90,000
44	Fatherhood	Oakland Public Library via Friends of the Oakland Public Library	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000
45	Fatherhood	Positive Communication Practices	Fathers Corps	Funding to host fathers' groups and participation in all Fatherhood Partnership trainings/Healthy Relationship Learning Community evaluation activities including workshop evaluations, end of year surveys, and administering father group participant surveys.	Renewal	July 1, 2025-June 30, 2027	\$ 25,000	\$ 25,000	\$ 50,000
Government Affairs and Policy									
46	Government Affairs and Policy	Lucile Packard Children's Hospital Stanford	Alameda County Early Childhood Policy Committee (ACECPC)	Funding to coordinate and facilitate the Alameda County Committee on Children with Special Needs and provide policy consultation as requested.	Renewal	July 1, 2025 -June 30, 2027	\$ 6,700	\$ 6,700	\$ 6,700
47	Government Affairs and Policy	Parent Voices Oakland	Alameda County Early Childhood Policy Committee (ACECPC)	Funding to plan, coordinate and implement the Alameda County Early Childhood Policy Committee (ACECPC).	Renewal	July 01, 2025-June 30, 2026	\$ 85,581		\$ 85,581
48	Government Affairs and Policy	Parent Voices Oakland	Inclusion Project- Measure C Emergency Stabilization Fund	Funding to assess available inclusion supports and gaps for families and community partners and to develop recommendations that can inform future investments that address families' inclusion needs in Alameda County.	New	July 01, 2025-June 30, 2026	\$ 150,000		\$ 150,000
Neighborhoods Ready for School									
49	Neighborhoods Ready for School	East Bay Asian Youth Center (EBAYC)	Neighborhoods Ready for School - San Antonio Family Resource Center	Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.	Renewal	July 1, 2025-June 30, 2027	\$ 85,581	\$ 85,581	\$ 171,162
50	Neighborhoods Ready for School	Lincoln	Neighborhoods Ready for School	Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.	Renewal	July 1, 2025-June 30, 2027	\$ 499,797	\$ 499,797	\$ 999,594

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

No.	Strategy	Contractor Name	Program/Project	Scope of Work/Description	New or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
51	Neighborhoods Ready for School	Lotus Bloom	Neighborhoods Ready for School - Room to Bloom Family Resource Center	Funding to coordinate and implement programs and services at the Castlemont Community Room to Bloom Family Resource Center and conduct neighborhood outreach and family engagement activities.	Renewal	July 1, 2025-June 30, 2027	\$ 506,662	\$ 506,662	\$ 1,013,324
52	Neighborhoods Ready for School	Lotus Bloom	Neighborhoods Ready for School - San Antonio Family Resource Center	Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.	Renewal	July 1, 2025-June 30, 2027	\$ 107,514	\$ 107,514	\$ 215,028
53	Neighborhoods Ready for School	New Haven Unified School District (NHUSD)	Neighborhoods Ready for School - Union City Family Center	Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.	Renewal	July 1, 2025-June 30, 2027	\$ 487,701	\$ 487,701	\$ 975,402
54	Neighborhoods Ready for School	Roots Community Health Center	Neighborhoods Ready for School	Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.	Renewal	July 1, 2025-June 30, 2027	\$ 482,680	\$ 482,680	\$ 965,360
55	Neighborhoods Ready for School	Trybe, Inc.	Neighborhoods Ready for School - San Antonio Family Resource Center	Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.	Renewal	July 1, 2025-June 30, 2027	\$ 315,583	\$ 315,583	\$ 631,166

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

No.	Strategy	Contractor Name	Program/Project	Scope of Work/Description	New or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Parent Partnership									
56	Parent Partnership	Camps in Common dba Oakland Feather River Camp	Family Summer Camp	Funding to support family summer camp experiences, including at least eight (8) sessions three (3) night session options, orientation, lodging, meals, transportation, equipment, and activities.	Renewal	July 1, 2025-June 30, 2027	\$ 250,000	\$ 250,000	\$ 500,000
57	Parent Partnership	County of Alameda, Public Health Department	Doula Training Program	Funding to support two culturally reflective, Medi-Cal inclusive doula trainings led by Black Women Birthing Justice, an experienced doula organization and partner, to support Alameda County birthing families, doulas, and systems and increase the Black, Indigenous and People of Color (BIPOC) doula Medi-Cal provider workforce.	Renewal	July 1, 2025-June 30, 2027	\$ 150,000	\$ 100,000	\$ 250,000
58	Parent Partnership	County of Alameda, Social Services Agency	Collaborative Diaper Distribution Program	Funding to expand the Diaper Distribution Program in Alameda County through a partnership with Supplybank.org to provide diaper kits for distribution, and integration of wrap-around services, to Alameda County residents with children of diaper wearing age that may be actively receiving public benefits and have unmet diaper needs.	Renewal	July 1, 2025-June 30, 2027	\$ 483,000	\$ 483,000	\$ 966,000
59	Parent Partnership	Help a Mother Out (HAMO)	Diaper Kits	Funding to purchase and distribute diapers and wipes to Neighborhoods Ready for School sites in Alameda County.	Renewal	July 1, 2025-June 30, 2026	\$ 318,000		\$ 318,000
60	Parent Partnership	Lotus Bloom - Oakland Family Resource Center Network	Community Needs Fund	Funding to administer funds to participants of the Oakland Family Resource Center Network for basic needs services supporting families in Oakland.	Renewal	July 1, 2025-June 30, 2027	\$ 50,000	\$ 50,000	\$ 100,000
61	Parent Partnership	Lotus Bloom - Oakland Family Resource Center Network	Oakland Family Resource Center Network Coordination and Alameda County 0-5 Navigator Network Coordination	Funding to facilitate the Oakland Family Resource Center Network and Alameda County 0-5 Navigator Network.	Renewal	July 1, 2025-June 30, 2027	\$ 165,733	\$ 165,733	\$ 331,466
62	Parent Partnership	Lydia O. Boyd dba The B.L.A.C.K. Course	0-3: Lactation Education Training	Funding to support a full scope lactation and breastfeeding education course made by and for Black people and those supporting Black breastfeeding families.	Renewal	July 1, 2025-June 30, 2027	\$ 200,000	\$ 200,000	\$ 400,000
63	Parent Partnership	Mothers-for-Mothers Postpartum Justice	0-3: HUGs Café	Funding to support weekly gathering at local Black-owned cafes for new Black mothers, birthing people, and caretakers of infants to break postpartum isolation and normalize postpartum conversation in society.	Renewal	July 1, 2025-June 30, 2026	\$ 166,992		\$ 166,992
64	Parent Partnership	Narrative Nation	Irth Application	Funding to support a first of its kind digital platform designed to exclusively capture maternity and infant care feedback from Black women and other birthing people of color.	Renewal	July 1, 2025-June 30, 2026	\$ 100,000		\$ 100,000
65	Parent Partnership	Samsarah Morgan dba Oakland Better Birth Foundation	Doula Support Program	Funding to host and facilitate monthly gatherings to provide equity-centered education, mentorship, and support to doulas and aspiring doulas in Alameda County.	Renewal	July 1, 2025-June 30, 2026	\$ 43,200		\$ 43,200
66	Parent Partnership	Supplybank.org	School Readiness Backpacks	Funding to purchase and distribute Kindergarten Readiness backpacks to a variety of supply distribution sites and school districts in Alameda County identified by First 5.	Renewal	July 1, 2025-June 30, 2027	\$ 225,000	\$ 225,000	\$ 450,000

FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

No.	Strategy	Contractor Name	Program/Project	Scope of Work/Description	New or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
67	Parent Partnership	TLC Consulting & Maternal Healing	0-3: Midnight Milk Club	Funding to support weekly afterhours virtual support groups, quarterly local meetups, in-home lactation consultation, lactation education training, and access to breastfeeding resources.	Renewal	July 1, 2025-June 30, 2026	\$ 125,790		\$ 125,790
Pediatric Care Coordination									
68	Pediatric Care Coordination	East Bay Community Law Center	Project Developmental Understanding and Legal Collaboration for Everyone (DULCE)	Funding to continue implementation of the Developmental Understanding and Legal Collaboration for Everyone (DULCE) model, which provides legal consultation and support to DULCE program Family Specialist and select families within Alameda Health System's Highland Pediatric Clinic.	Renewal	July 1, 2025-June 30, 2026	\$ 44,502		\$ 44,502
69	Pediatric Care Coordination	Family Resource Navigators	Help Me Grow (HMG)/Family Navigation	Funding to provide Family Navigation and parent peer support for families referred to Help Me Grow; support families with linkage to entitlement services and community supports.	Renewal	July 1, 2025-June 30, 2026	\$ 550,005		\$ 550,005
70	Pediatric Care Coordination	Kelly Rivera Therapy	California Advancing and Innovating Medi-Cal (CalAIM) Implementation	Funding to provide, as a licensed clinical social worker, clinical support for the Community Health Worker (CHW) and California Advancing and Innovating Medi-Cal (CalAIM) services benefits for the Alameda Alliance for Health members served through the Pediatric Care Coordination Division.	Renewal	July 1, 2025-June 30, 2026	\$ 24,900		\$ 24,900
Technology									
71	Technology - ECE	Child Trends	Data Warehouse	Funding to provide a landscape analysis and design recommendations for a data warehouse solution.	Renewal	August 1, 2025-June 30, 2026	\$ 50,000		\$ 50,000
72	Technology - ECE	Hubbe, Inc.	Quality Counts (QC) Quality Rating Improvement System (QRIS) Data System	Funding to host a secure and fully managed iteration of the Quality Rating Improvement System (QRIS) Hubbe database system for Alameda County Quality Counts to manage the local QRIS program. Provide system enhancements to improve data collection methods and reporting tools, back-office data load support and cost of additional limited usage early care and education centers and family child care providers to enter their site data in Hubbe.	Renewal	July 1, 2025-June 30, 2026	\$ 299,173		\$ 299,173
73	Technology - ECE	Perennial Consulting	Coordinated Eligibility & Enrollment (CEE)	Funding to provide product management training.	Renewal	July 1, 2025 - June 30, 2026	\$ 30,000		\$ 30,000
74	Technology - Infrastructure	Redcar IT	Pathways Maintenance	Funding to provide maintenance and operations support activities for First 5 Applications-ECChange and Pathways.	Renewal	July 1, 2025-June 30, 2027	\$ 206,000	\$ 206,000	\$ 412,000
75	Technology - Infrastructure	TECHsperience	Information Technology (IT) Support	Funding to provide Network administration and technology project support.	Renewal	July 1, 2025-June 30, 2027	\$ 140,000	\$ 140,000	\$ 280,000



FIRST 5 ALAMEDA COUNTY
Proposed Contracts for Fiscal Years 2025-27

No.	Strategy	Contractor Name	Program/Project	Scope of Work/Description	New or Renewal?	Proposed Award Term	FY 2025-26 Amount	FY 2026-27 Amount	Proposed Total Contract Amount
Operational Support									
76	Administration and Facilities	Berlin Rosen	Change Management	Funding to continue developing and facilitate the change management framework for First 5 and to support Measure C outreach and communications.	Renewal	July 1, 2025-June 30, 2026	\$ 350,000		\$ 350,000
77	Administration and Facilities	Hatchuel Tabernik & Associates	Grant Writing & Fund Development	Funding to provide grant writing, fund development assistance, training and implementation support and partnership development.	Renewal	July 1, 2025-June 30, 2027	\$ 50,000	\$ 50,000	\$ 100,000
78	Administration and Facilities	International Contact, Inc	Cultural Access Services	Funding to provide interpretation and translation services.	Renewal	July 1, 2025-June 30, 2027	\$ 20,000	\$ 20,000	\$ 40,000
79	Administration and Facilities	Interpreters Unlimited	Cultural Access Services	Funding to provide interpretation and translation services.	Renewal	July 1, 2025-June 30, 2027	\$ 175,000	\$ 175,000	\$ 350,000
80	Administration and Facilities	Iris Lin	Cultural Access Services	Funding to provide Chinese interpretation and translation services.	Renewal	July 1, 2025-June 30, 2027	\$ 45,000	\$ 45,000	\$ 90,000
81	Administration and Facilities	Olson Remcho LLP	Legal Services	Funding to provide legal services and consultation on an as-needed basis, including the implementation of the Oakland Children's Initiative (OCI) and Measure C.	Renewal	July 1, 2025-June 30, 2027	\$ 749,000	\$ 749,000	\$ 1,498,000
82	Administration and Facilities	Teresa Matias	Cultural Access Services	Funding to provide Mam interpretation and translation services.	Renewal	July 1, 2025-June 30, 2027	\$ 20,000	\$ 20,000	\$ 40,000
83	Human Resources	Joseph-Mathews Consulting	Equity Training	Funding to provide Diversity, Equity, Inclusion & Belonging (DEIB) micro-learning training series for First 5 staff.	Renewal	July 1, 2025-June 30, 2026	\$ 30,000		\$ 30,000
84	Human Resources	Learnit	Leadership Training	Funding to provide a series of leadership trainings to First 5 staff as well as Team Pass+ memberships for access to virtual instructor-led classes, on demand course and unlimited private courses.	Renewal	July 1, 2025-June 30, 2026	\$ 25,000		\$ 25,000
85	Human Resources	Liebert, Cassidy, Whitmore (LCW)	Employment Legal Services	Review of employment related materials, provide legal consultation on employment matters and conduct employment related investigations or refer to outside counsel for investigations.	New	July 1, 2025-June 30, 2026	\$ 25,000		\$ 25,000
TOTAL							\$ 47,517,868	\$ 6,044,951	\$ 53,556,119



To: First 5 Alameda County Commission

From: Kristin Spanos, Chief Executive Officer

Date: June 5, 2025

Subject: Measure C Child Care, Preschool, and Early Education Program Plan and Budget 2025-2030 and Fiscal Year 2025-26 Annual Expenditure Plan

ACTION REQUESTED

To review the Measure C Child Care, Preschool, and Early Education Program Plan and Budget 2025-2030 (5-Year Plan) and Fiscal Year 2025-26 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 State Supreme Court on April 24, 2024. Measure C promotes wellness, kindergarten readiness, and school success through investments in early care and education, access to child care, provider wage increases, 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), including an Annual Expenditure Plan, that is brought to the First 5 Commission for approval.

5-Year Plan

The 5-Year Plan was developed through a transparent and 10-month facilitated participatory process that incorporated data, public, family and provider input, and recommendations based on existing research. First 5 held more than 63 hours of public meetings, including six Community Listening Sessions via formal Measure C Community Advisory Council meetings held in each Board of Supervisor District in the County between December 2024 and March 2025, drawing over 600 (duplicated) participants; conducted a formal survey that collected responses from more than 600 parents and nearly 400 providers throughout the County; and facilitated 16 Council meetings, over 36 hours, between August 2024 and May 2025, including two day-long retreats.

The 5-Year Plan contains investments in 21 strategy areas, grouped among five broad goals that are responsive to the mandates of the Ordinance and community priorities:

- Goal 1: Increasing Access to Child Care Services
- Goal 2: Recruiting, Retaining, and Supporting Early Educators
- Goal 3: Enhancing Child-Serving Spaces
- Goal 4: Accountability and Measuring Impact
- Goal 5: Effective Administration and System Improvements

In the first five years of implementation, we anticipate that approximately 80% of the County's child care sites serving children age birth to 5 will benefit from Measure C funding, including an estimated 5,500 early educators caring for up to 37,000 children. Additionally, an estimated 2,400 children and their families will gain access to new subsidized child care slots to be distributed countywide.

FISCAL IMPACT

Revenue and expenses associated with the Fiscal Year 2025-26 Annual Expenditure Plan are incorporated into the agency's Fiscal Year 2025-26 Proposed Budget. The 5-Year Plan also includes a repayment to the Proposition 10 Sustainability Fund of up to \$19.9 million for expenses first 5 incurred readying for Measure C implementation. Funding will come from Measure C, subject to approval of the 5-Year Plan and appropriation by the Alameda County Board of Supervisors.

RECOMMENDATION

To approve the Measure C Child Care, Preschool, and Early Education Program Plan and Budget 2025-2030, including the Fiscal Year 2025-26 Annual Expenditure Plan, and submit to the Alameda County Board of Supervisors for approval and appropriation of funds.

Submitted by:

First 5 Alameda County Departments

Programs
Infrastructure
Impact & Technology
Office of the CEO

Approved by:

DocuSigned by:
Kristin Spanos

ED639B4561544E4...
Kristin Spanos
Chief Executive Officer



Alameda County Measure C

Child Care, Preschool, and Early Education Program Plan and Budget 2025-2030



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Executive Summary



Measure C, the Children's Health and Child Care Initiative, presents a transformative moment for children, their families, early care and education providers, and all of Alameda County's communities—positioning child care as the public good that it is. Child care provides learning and enrichment for kids, affords families the ability to work and earn, promotes workforce stability for employers, and strengthens the local economy. Each dollar invested in ECE generates as much as \$1.88 in increased economic activity.¹

Access to early education experiences have shown to contribute to kindergarten readiness, which is a well-documented and powerful predictor of how children do academically in later grades,² and their quality of life through adulthood. In Alameda County, two out of three children were assessed by educators and parents as not ready for kindergarten in 2021-22, a persistent trend since 2008 that worsened during the pandemic.³ These outcomes are influenced by the conditions that surround children and their families as they grow and develop, for example, access to child care, quality jobs, food, housing, health care, safety, transportation, and community resources. Children's outcomes are also influenced by the wellbeing of the educators and caregivers in the early care and education field—including low wages.

The investments from Measure C are foundational for our local economy, the resilience of our communities, and the long-term wellbeing of our children and families.

MEASURE C IN CONTEXT

Measure C will raise approximately \$150 million annually through 2040. These new funds, along with \$30 million a year expected from the Oakland Children's Initiative, will result in immediate and lasting impacts. First 5 Alameda County is the named administrator and worked closely with the 11-member appointed Community Advisory Council and broader field and public to develop the inaugural Measure C Child Care, Preschool, and Early Education Program Plan and Budget 2025-2030 (5-Year Plan).

Led by parents and child care providers, the effort to pass Measure C was a long time in the making. Measure C was first conceptualized by a group of parent leaders and child care providers—primarily women of color—who organized with local labor unions and community partners to get the issue in front of voters and ensure its successful passage. Their vision, leadership, and tireless work are the reason for the additional revenue that is now available to support providers, families, and children through the approval and implementation of this plan.

The development and passage of Measure C would not have succeeded without a shared sense of purpose and responsibility towards the children of Alameda County. The successful implementation of this measure will require the same continued commitment.

¹Anna Powell, Sarah Thomason, and Ken Jacobs, "Investing in Early Care and Education: The Economic Benefits for California," UC Berkeley Labor Center (2019). Accessed at: <https://laborcenter.berkeley.edu/investing-early-care-education-economic-benefits-california/>

²ASR and First 5 Alameda County, "Kindergarten Readiness and Later Achievement: A Longitudinal Study in Alameda County, Comprehensive Report 2018." Accessed at: [Alameda-County-Longitudinal-Kindergarten-Readiness-Study_KRA-Study_2018-1.pdf](https://www.first5alameda.org/wp-content/uploads/2018/11/2018-Kindergarten-Readiness-Study-KRA-Study-2018-1.pdf)

³ASR and First 5 Alameda County, "2021-22 Kindergarten Readiness in Alameda County." Accessed at: https://www.first5alameda.org/wp-content/uploads/2024/11/2021-22-Kindergarten-Readiness-Assessment-KRA_2022-1.pdf

A COMMUNITY-INFORMED PLAN FOR LEVERAGING A HISTORIC OPPORTUNITY

The 5-year Plan reflects deep community input, as it was built through a participatory process grounded in listening and collaboration.

COMMUNITY INPUT OPPORTUNITIES:

Community Advisory Council appointed by the Alameda County Board of Supervisors and the Alameda County Early Care and Education Planning Council

GOVERNANCE BY

- Alameda County Board of Supervisors
- First 5 Commission



39+ HRS
community advisory council meetings



63+ HRS
public meetings



15+ HRS
community listening sessions



600+
attendees



~2000 RESPONSES
from family and provider-focused surveys

PRIORITIZING NEED

Due to the long-standing inequities that affect the provision, receipt, and funding of child care, the Measure C ordinance includes equity as a guiding principle, with children and youth of the highest needs prioritized in the use of Measure C funds.

And as generous as the county's taxpayers are in approving these measures, the demand still outstrips the resources. First 5's estimates show that even prioritizing based on equity if only those with the very highest needs received support, with prioritizing equity, it would still require more than:



\$1 BILLION ANNUALLY

to fully meet the needs of the early care and education system in Alameda County.

Measure C alone, even when the resources are prioritized with an equity lens, can not close this gap, but it represents a meaningful step in the right direction.

Though Measure C's funding is significant—even transformational—it is insufficient to meet all the ECE needs in Alameda County. Thus, the 5-year Plan should prioritize high-leverage opportunities to improve the system in long-term ways rather than investing in opportunities that are short-term or do not result in lasting systems improvement.

MEASURE C GOALS

The Measure C 5-Year Plan and Budget will leverage Measure C funds to make key investments in the ECE system by: increasing access to early care and education for our families; establishing a minimum wage floor for providers; making key community investments to support neighborhood-based early learning; and improving the physical infrastructure for more than half of our existing child care sites.

In the first five years of Measure C implementation, First 5 will leverage taxpayer funds towards the following goals:



GOAL 1
Increasing Access to
Child Care Services



GOAL 2
Recruiting, Retaining,
and Supporting Early
Educators



GOAL 3
Enhancing Child-
Serving Spaces

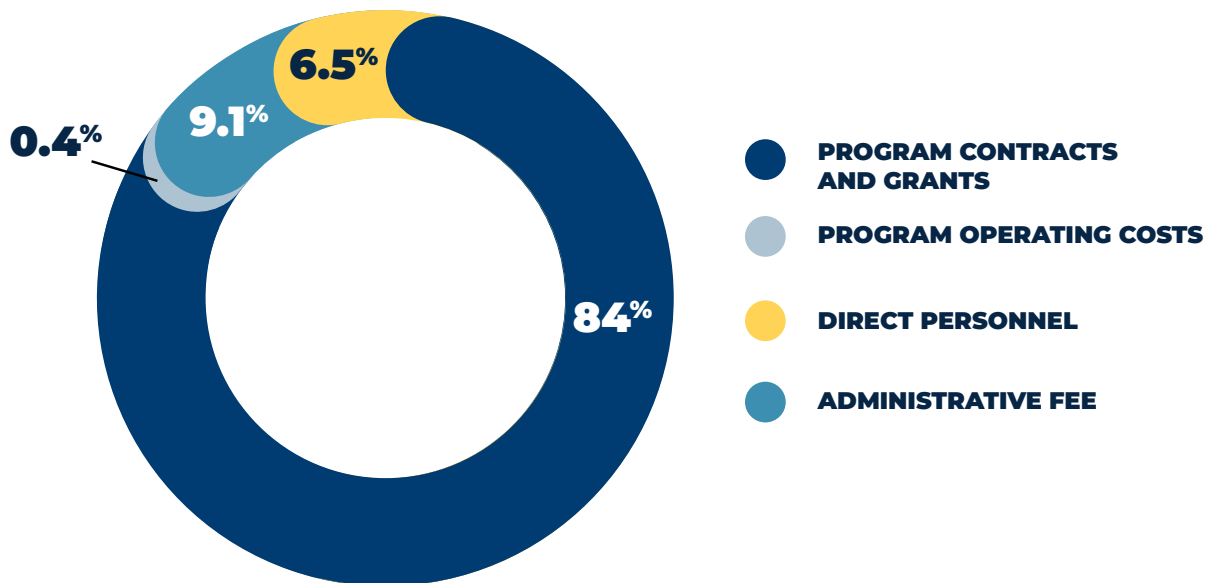


GOAL 4
Accountability and
Measuring Impact



GOAL 5
Effective Administration
and System Improvements

5-YEAR PLAN BUDGET BY EXPENDITURE CATEGORY



HIGHLIGHTS OF ESTIMATED IMPACTS IN YEARS 1 AND 2

The investments made through Measure C over the next 5 years will make a tremendous difference for children, families, and providers throughout the county. Highlights from anticipated Year 1 and Year 2 impacts include:

- ~80% of providers are eligible to receive one-time Emergency Grants between \$40,000 - \$100,000 for a total investment of over \$80 million
- Establish a wage floor of at least \$25/hour in Year 2 and raise wages for an estimated 3,000 early educators (estimated annual wage increases up to \$25,000)
- Create 2,400 new subsidized child care slots, expanding access to care for families and increasing income for local providers
- Increased funding for Family, Friend, and Neighbor caregivers, including \$4,000 Relief Grants in Year 1 and a ~\$500 monthly voucher enhancement in Year 2 for an estimated 2,500 caregivers
- In Year 1, significant family-serving investments, including \$1 million for inclusion supports, \$5 million for community-based Family Resource Centers and \$1.5 million for navigation to connect families to child care and other resources

EARLY CARE AND EDUCATION LANDSCAPE AND ALAMEDA COUNTY'S MOMENT

While decades of underfunding, lasting impacts of the COVID pandemic, and the current threat of federal and state budget cuts have left the ECE landscape deeply fragmented, we have a local opportunity to repair, make smart public investments, and evolve our programs. In Alameda County, an area more populous than 11 states and one of the 10 most diverse counties in the nation,⁴ we find ourselves with a historic opportunity. Measure C will help to build a more coordinated and effective early care and education system. Achieving a lasting, systemic change will rely on continued collaboration across the entire ecosystem that supports children, families, parents, and child care providers.

The pages that follow detail a community-informed 5-Year Plan and Budget for the use of Measure C funds. Taken together, it will expand access to child care for families, improve conditions for teachers and providers, and begin to fundamentally transform the way Alameda County families and children are supported.

It is a privilege to steward public resources, which comes with a responsibility to operate with transparency, measure impact, and adjust approach and investment based on results. First 5 Alameda County is proud to serve as the public administrator entrusted by, and in partnership with, the community to implement the vision of Measure C.

⁴ USA Facts, "Where has diversity changed in recent years?" March 13, 2025, based on an analysis of the U.S. Census Bureau's Diversity Index. Accessed at <https://usafacts.org/articles/where-has-diversity-changed-in-recent-years/>



Introduction

Measure C: Meeting the Moment



Measure C, the Children’s Health and Child Care Initiative for Alameda County, presents a transformative moment for families, early care and education providers and all of Alameda County’s communities — treating child care as the public good that it is. Due to decades of underfunding, lasting impacts of the COVID pandemic, and the current threat of federal and state budget cuts, including staffing and administrative reductions to cornerstone programs like Head Start, the Early Care and Education (ECE) landscape is deeply fragmented. It is insufficient to meet the developmental needs of children, the care needs of working families, the compensation needs of ECE educators, and the stability needs of employers to ensure against workforce disruptions.

But in Alameda County, an area more populous than 11 states and one of the 10 most diverse counties in the nation,¹ we find ourselves with a historic opportunity to address some of these structural issues.

With Measure C, through a community centered design process, we will:

- 1 Increase access to early care and education for our families;
- 2 Establish a minimum wage floor for ECE providers;
- 3 Make key community investments to support neighborhood-based early learning; and
- 4 Improve the physical infrastructure for more than half of our existing child care sites.

In the first five years of implementation, we anticipate that approximately 80% of the county’s sites serving children birth to age 5 will benefit from Measure C funding, including an estimated 5,500 early educators caring for up to 37,000 children. Additionally, an estimated 2,400 children and their families will benefit from new subsidized child care slots available countywide.

THE BEGINNING AND CONTEXT

Measure C was first conceptualized by a group of parent leaders and child care providers — primarily women of color — who organized with local labor unions to get the issue in front of voters, and to ensure its successful passage. The community’s vision, leadership, and tireless work are the reason for the vital resources that will become available to providers and families, in service to our children, through the approval and implementation of this plan.

Measure C will raise approximately \$150 million annually in revenue. These new funds, along with \$30 million a year expected from the Oakland Children’s Initiative (OCI), will result in immediate and lasting impacts. As generous as the county’s taxpayers are in approving these measures, the need still outstrips the resources.

First 5 Alameda County, the administrator of Measure C, estimates it would require more than \$1 billion annually to address the full needs in the ECE system — including family access to child care, workforce development, provider wages, and facilities. We know families and ECE providers are struggling under long-standing inequitable structural conditions that do not give children the full support they need to thrive or compensate providers in recognition of their important work.

IN ALAMEDA COUNTY:

FAMILIES STRUGGLE TO MAKE ENDS MEET

It costs a family of four:



\$171,000

to meet basic expenses:
child care, housing, and
food in Alameda Countyⁱⁱ



~34%

of the County's children under
age 18 are enrolled in Medi-Cal,
California's Medicaid program.ⁱⁱⁱ

The inflation-adjusted median cost
per month of preschool care is:^{iv}



\$1,850

for licensed
center-based care

\$1,566

for licensed
family child care

The cost of infant care per month is:

\$2,338

for licensed
center-based care

\$1,635

for licensed
center-based care

Care costs continue to increase in Alameda County and have outpaced even the growth
in the cost of housing.^v

ECE EDUCATORS STRUGGLE TO MAKE ENDS MEET



\$47,630^{vi}

mean annual wage for a
local child care worker



75%

worry about
paying the bills

54%

worry about
food security.^{vii}

These figures are exacerbated by pay disparities for Black (76%) and Hispanic (85%) women
when compared to White non-Hispanic early educators nationally.^{viii}

UNMET NEED FOR CHILD CARE

Children eligible for subsidized care that are not accessing it are:



90%

(23,300) for infant
and toddler



68%

(18,300) for preschool
age children^{ix}

Unmet need is even greater in certain areas of the county, such as urban
unincorporated Alameda County, where unmet need is:



96%

(3,200) for infant/
toddler care



71%

(1,900) for preschool-
aged care^x

PRIORITIZING CHILDREN AND FAMILIES WITH SIGNIFICANT NEEDS

Based on the Alameda County 2024 Point-in-Time Count, on any given night in Alameda County, an estimated:


237

families are
experiencing
homelessness

~400

children
under the
age of 18

The majority of these
families are living in
shelters.^{xi}

As of March 2025, there were


1,117

children under 18 in the
Child Welfare system(CWS)
in Alameda County^{xii}


76%

of the children and families involved
with CWS in 2022 nationwide were
engaged due to neglect^{xiii}

Access to basic needs such as child care provides financial stability, reduces stress, and creates family conditions that support family well-being and reduces CWS involvement.^{xiv}

KINDERGARTEN READINESS

Since 2008, First 5 has conducted school readiness studies in Alameda County, finding that **2 out of 3 children were not ready for kindergarten in 2021-22 as assessed by parents and educators.**^{xv} National research indicates that kindergarten readiness is important for both early learning and later life:



4 out of 5 kids who are not ready at kindergarten do not catch up and are behind at third and sixth grade, which are markers for educational, professional earnings, and life outcomes.^{xvi}

FIRST 5 ALAMEDA COUNTY

First 5 Alameda County is the public administrator entrusted by the community with implementation of Measure C. First 5 is also the contracted Implementation Partner for the Oakland Children’s Initiative (OCI) Early Education Fund, which presents a real opportunity for system alignment. First 5 began its mission in 1998 with California voters’ passage of Proposition 10 with the express intent “to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development and to ensure that children are ready to enter school.”

First 5 is focused on the entire ecosystem that impacts parents/caregivers and their children and uses a whole community, whole family, and whole child approach to its “North Star,” — that **all children are ready for kindergarten**.^{xvii} First 5’s work is to ensure that policies, systems, communities, and schools support families and children **by creating the conditions that position all for success**, as visualized in the graphic below. See more in First 5’s Strategic Plan in **Appendix D.IV.iii**.



To secure lasting and systemic change, the entire system partnering and supporting children and families must work collaboratively towards common goals. The *development and passage* of Measure C would not have succeeded without a shared sense of purpose and responsibility towards the children of Alameda County. The successful *implementation* of this measure will require the same continued commitment.

Background and Overview of Measure C

Measure C, the Children’s Health and Child Care Initiative for Alameda County, presents an opportunity for Alameda County’s parents, children, child care providers — and our communities as a whole — to begin moving towards a more equitable, coordinated system that supports children and their families, promotes early education and school readiness, and builds a skilled workforce to fill higher-quality jobs throughout the entire early care and education landscape — from Child Care Centers and Family Child Care (FCCs) programs to Family, Friend, and Neighbor (FFN) care.

Alameda County voters approved Measure C in the March 3, 2020 election by a nearly 2:1 margin. After a delay due to legal challenges, California’s Supreme

Court upheld the measure on April 24, 2024. The 20-year ordinance 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 funded through a 0.5 percent sales tax in Alameda County, including internet-based purchases. Of the funds collected each year, 80% is placed into an account dedicated to child care, preschool, and early education activities, and the other 20% goes into an account to be used for pediatric health care.

It is anticipated that approximately \$150 million per year will be collected for early care and education, though the actual amount will vary over time due to changes in the economy.

USES OF MEASURE C FUNDING

The three primary uses of Measure C funding for ECE services are:

- 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 age 5 and younger, (2) are homeless, (3) are from historically underserved communities, or (4) have other high priority needs as designated in the Plan
- 2 To improve the compensation and benefits of Family Child Care providers and early educator employees who provide services under Measure C, by providing rate increases and enhancements to participating providers to support the wage requirements set forth in the Measure
- 3 For reasonable expenditures by First 5 for the efficient administration of the early childhood account, including implementing obligations imposed by the Measure

MEASURE C ROLES AND RESPONSIBILITIES

The Measure sets forth a governance and oversight structure that calls for broad community input into the design and implementation of the investments made pursuant to the Ordinance, while also ensuring accountability throughout the Measure’s 20-year lifespan.

FIRST 5 ALAMEDA COUNTY – THE SYSTEM ADMINISTRATOR

As outlined in Section 2.08.305. of the Ordinance, First 5 is the Administering Agency for the Child Care, Preschool, and Early Education Program. First 5 is accountable to two publicly appointed or elected governing bodies related to the Measure, the First 5 Alameda County Commission and the Board of Supervisors.

RESPONSIBILITIES OF FIRST 5 ALAMEDA COUNTY UNDER MEASURE C

- Development of a 5-Year Program Plan and Budget and Annual Expenditure Plan
 - ▶ Approved first by the First 5 Commission and second by the Board of Supervisors
 - ▶ Annual Appropriation by the Board of Supervisors
 - ▶ Annual Expenditure Plan also shared with the Alameda County Early Care and Education Planning Council
- Allocating funds pursuant to the Annual Expenditure Plan
- Developing, implementing, administering, and overseeing all programs and services
- Staffing the Community Advisory Council (CAC)
- Developing the Evaluation
- Ensuring transparency and public accountability, good stewardship of public resources
- Awarding funds pursuant to contracting requirements of First 5 and the Ordinance

In addition, the Ordinance permits First 5 to maintain a prudent reserve and to reduce the level of service to respond to reduced revenues from the tax.

COMMUNITY ADVISORY COUNCIL – AN APPOINTED SOUNDING BOARD

Measure C also required the creation of an 11-member Brown-Acted Community Advisory Council (CAC) (see **Appendix C.III.**) to develop policy and programmatic recommendations for the implementation of the early childhood-related aspects of the Measure. The deliverables of the CAC listed in the Measure include, but are not limited to:

- 1 Recommendations to First 5 regarding programmatic and fiscal planning
- 2 Initiatives to improve the quality and capacity-building of service providers
- 3 Initiatives to evaluate and improve the administration of programs, particularly including the use of technology to streamline and integrate services
- 4 Strategies to enhance community engagement in the planning and implementation of policies

MEASURE C'S EQUITY AIM

The ECE landscape is fraught with structural inequities, tied to the labor history of Black, Indigenous, People of Color (BIPOC) and poor women as child care providers for wealthier, mostly White, families. Due to gender disparities and the undervaluing of “women’s work,” the body politic has not recognized or resourced child care as a public good and has historically underinvested in the child care infrastructure and workforce. In addition, the locations and resourcing of early care and education programs are deeply tied to the socioeconomics of a neighborhood. Most of the time, inclusion supports are significantly under-resourced, and such services are more challenging to find outside of the private, fee-for-service marketplace. Further, all these factors exist within the context of economic segregation. As a society, to the detriment of our own future, we don’t support families, in particular working-class families, and women and children in accordance with need and to achieve optimal population-based outcomes.

In an important 2024 Guest Essay in the New York Times, Dr. Vivek H. Murthy, the nation’s 19th and 21st Surgeon General, called attention to the stress and mental health concerns facing parents and caregivers, noting these challenges as a public health concern for the country. His prescription? Safe, affordable before- and after-school care programs, playgrounds, libraries, and community centers; predictable work schedules for parents; and workplace leaders who are more understanding of the complexities parents face. As he put it, “parenting is a team sport.”^{xviii}

WHY EQUITY MATTERS IN EARLY CHILDHOOD EDUCATION

The early years are critical for brain development, learning, and socio-emotional growth. Every child has great potential, but disparities children encounter in these early years can be difficult to overcome.



EARLY GAPS CAN LAST A LIFETIME. Poverty, racism, and lack of access to healthcare and early learning opportunities are the socially constructed/malleable conditions that create barriers and stresses for families that can result in developmental gaps. Without equitable conditions, these socioeconomic inequities may lead to developmental delays that widen overtime without intervention and supports, as well as create opportunity and access gaps that widen over time, leading to disparities in academic achievement, employment, health, and well-being.^{xix}



EVERY CHILD DESERVES A FAIR START. Equitable treatment means every child gets what they need to thrive. Some children might need language instruction, inclusion supports, or caregivers that reflect them to feel like they belong and to succeed. Having quality teachers also matters, found economics professor Raj Chetty and his colleagues: “A good kindergarten teacher raises your kindergarten test scores by teaching you skills like how to be a disciplined student. Those skills don’t necessarily show up in later academic tests, but they end up having a big pay-off in the long run.”^{xx}



EQUITABLE ACCESS TO RECREATION OPPORTUNITIES, SERVICES AND OTHER FAMILY SUPPORTS ACROSS COMMUNITIES AND ECONOMIC BACKGROUNDS ALSO PLAYS AN IMPORTANT ROLE. When children across a variety of communities have access to safe outdoor spaces like parks and playgrounds, libraries, and transportation options, their learning and development is enriched.^{xxi}



DIVERSE EXPERIENCES STRENGTHEN LEARNING. When early learning environments are inclusive and responsive to children from all backgrounds, everyone benefits. Diversity enriches the learning environment.^{xxii} For example, researchers have found a broad range of cognitive, health, economic and other personal benefits of early multilingualism.^{xxiii} In Alameda County, 1,753 children in TK and 4,191 children in kindergarten were considered English Learners in the 2023-24 school year, with the majority of children speaking Spanish, Cantonese, and Mandarin.^{xxiv} We have an opportunity to resource our early education settings to more readily leverage Alameda County’s asset of language diversity.



LONG-TERM SOCIETAL RETURNS. Investing in equitable ECE pays off with better individual and community outcomes in terms of health, educational attainment, and economic productivity. The UC Berkeley Labor Center found that this return on investment includes not just benefits to children, but also to the ECE workforce and to parents, all of whom are able to increase their economic outputs through investments in ECE.^{xxv} Some examples of this include:

- For the workforce, these investments will enable the Alameda County ECE system to make strides to narrow the well-documented racial wage gaps in the field and to track and document those shifts using data gathered over time, a strategy recommended by experts in the field.^{xxvi}
- From an individual perspective, a study by Nobel-prize winning economist James Heckman in collaboration with researchers at the University of Chicago and University of Southern California found that high-quality ECE programs can repay upfront costs by 13% per child annually through improvements related to education, health, employment, and social behavior in the following decades.^{xxvii}

EQUITY IN MEASURE C

In recognition of the importance of equity, Measure C addresses people and place-based equity in Pediatric Health and Early Care and Education in Alameda County (2.08.300 and 2.08.303). The Ordinance identifies equity as a guiding principle and calls for the prioritization of funds for children and youth with the highest needs (2.08.300.C.4). The Child Care, Preschool, and Early Education Account (2.08.305.A) is intended to increase the number of low- and middle-income children with access to safe, affordable, and high-quality child care services, with priority for children 0-5, children experiencing homelessness, and those from historically underserved communities (2.08.303.A.1).

The First 5 Commission has adopted a comprehensive [Equity Statement and Principles \(Appendix D.I.\)](#), developed via a participatory staff process, that informs its work. First 5 Alameda County is committed to being an equity-centered, anti-racist, and anti-classist organization.

KEY SYSTEMIC GOAL: BUILDING CONDITIONS THAT SUPPORT SCHOOL READINESS IN ALAMEDA COUNTY

Previously collected data regarding kindergarten readiness in Alameda County has shown that disparities among young learners are largely based on socioeconomic factors such as family income and access to child care and community resources, which have intersectional connections to structural racism.

Local and national data have illustrated the importance of kindergarten readiness, and it is clear children's positioning as they enter kindergarten has a lasting impact on their quality of life through adulthood.



4 in 5 kids who are not ready for kindergarten perform below grade level in 3rd & 6th grade.^{xxviii}

UNIVERSAL COUNTYWIDE TOOL TO ASSESS KINDERGARTEN READINESS

In anticipation of the local ballot measures for early care and education — the Oakland Children's Initiative and Measure C — First 5 engaged in a participatory process to select a tool that will help 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 school districts, the California Teachers Association, and in partnership with the Alameda County Office of Education, the Early Development Instrument (EDI) was selected as the standardized assessment tool that will help First 5, in partnership with these and other organizations, collect data on kindergarten readiness across the county.

The rollout 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. As school districts adopt the EDI, we will have a holistic and comprehensive dataset measuring the **systemic conditions that shape school readiness and may inform budget and policy decision-making.**

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.

ALAMEDA COUNTY'S ECE ECOSYSTEM: A BILLION DOLLAR NEED

First 5 estimates the cost of fully meeting the needs of providers and families in the county requires more than \$1 billion in new spending per year. First 5 estimates the following costs to address system needs at scale:

ECE SYSTEM COMPONENT	TYPE	ESTIMATED NEED (#)	AVERAGE COST (\$)	ESTIMATED COST TO ADDRESS GAPS
Access to Child Care/Slots	Infant/Toddler Care	~23,500 slots	~\$19,700 = \$460M+	\$600 million or more to expand care to all children birth to age 5 eligible for a subsidy
	Preschool Care	~8,200 slots	~\$18,000 = \$150M+	
Wage Floor	Difference in wage w/ Kindergarten salary	~7,000 teachers	~\$60,000	\$400 million or more to bring early educator pay to parity with kindergarten teachers
Workforce (Apprenticeship)	Number of Apprentices	900 (Low) to 1,900 (High) apprentices	\$17,400	\$16 million to \$33 million to provide apprenticeship programs to 1,000 – 2,000 individuals
Facilities	Number of Slots	36,000 (Low) to 80,000 (High) slots	\$50,000	\$2 billion to \$4 billion or more to retain, improve, and expand early care and education facilities
TOTAL ESTIMATED FULL SYSTEM NEED				OVER \$1 BILLION ANNUALLY

The anticipated \$150 million annual revenue from Measure C, added to the funds already collected during the legal process, translates into about \$180 million available for annual expenditures across the remaining life of the Measure. This amount, coordinated with other local investments such as OCI, will only partially address the above needs, creating inherent tradeoffs across the key components of the ECE system. The 5-Year Plan attempts to thoughtfully balance these tradeoffs and ensure that each component of the system benefits from Measure C.

PLAN DEVELOPMENT PROCESS: COMPREHENSIVE, COMMUNITY-INFORMED

Measure C requires the CAC to “promote and facilitate transparency in the administration of the Child Care, Preschool, and Early Education account, including opportunities for public testimony and a community engagement process with parent, provider, and early educator organizations and other stakeholders to receive input and support robust involvement in program development and implementation.” (Section 2.08.304.F).

MEASURE C COMMUNITY LISTENING SESSIONS

To meet the Measure C transparency and community engagement requirements, support the CAC’s learning, and inform the 5-Year Plan, First 5 held more than 63 hours of meetings, with 15 hours of Community Listening Sessions via formal CAC meetings between December 2024 and March 2025. First 5 contracted with WestEd, a nonpartisan research, development, and service agency, to facilitate the sessions, analyze CAC feedback and public testimony, and produce a final report with themes and recommended areas for consideration culled from the listening sessions. This work was concurrent with WestEd’s work conducting similar listening sessions to inform the implementation of the Oakland Children’s Initiative, as well as developing a report for First 5 Alameda County on opportunities for system alignment across the various ECE funding efforts and landscape. (See **Appendix D.IV.vi**)

PARTICIPATORY PROCESS TO INFORM PLANNING

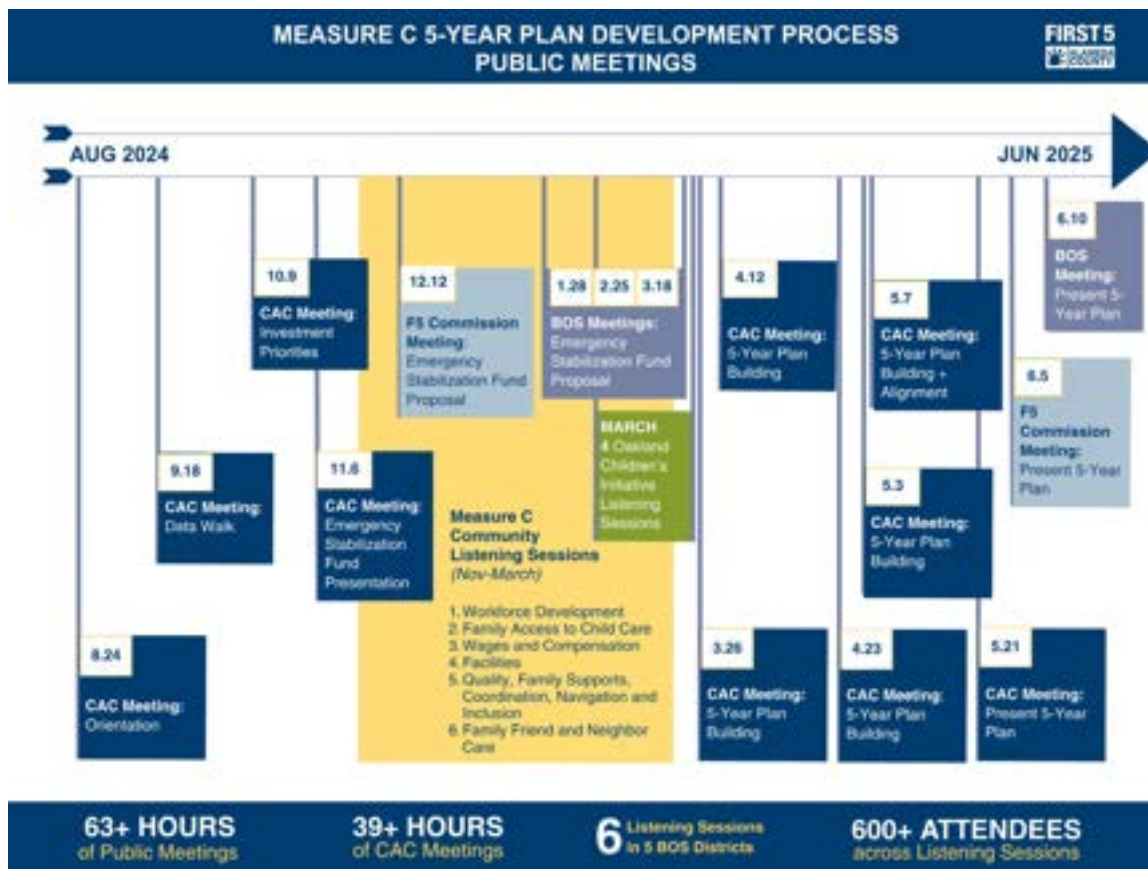
- The six Community Listening Sessions occurred at community-based sites geographically spread across Alameda County, in all five Board of Supervisor Districts, with over 600 (duplicated) attendees across all the sessions.
- While all of the listening sessions focused on the types of expenditures and improvements that could be made using Measure C funds, such as facilities improvements and workforce development, the sixth also specifically focused on the needs of families and caregivers participating in Family, Friend and Neighbor care.
- Attendees at the meetings included center and Family Child Care (FCC) providers, parents, representatives of Alternative Payment and Resource & Referral agencies, county agency staff, and community-based organization (CBO) representatives from throughout the county.
- Each meeting had a Zoom component to allow for remote participation, with live interpretation in Spanish and Chinese as well as written materials available in Cambodian, Chinese, Farsi, Spanish, Tagalog, and Vietnamese.

PLANNING PROCESS

The CAC members, with support from First 5 staff and input from providers, families, and other community interest holders via the listening sessions and public comment opportunities at CAC meetings, spent months considering how to balance important, but potentially competing, priorities in their recommendations to inform the 5-Year Plan.

In December 2024, in response to the CAC for an immediate response to the deep needs of families and providers, First 5 submitted an initial set of investments of the 5-Year Plan, the Emergency Stabilization Fund (ESF; see **Appendix D.IV.iv.**), for approval to the First 5 Commission, and to the Board of Supervisors (BOS). Under threat of litigation, First 5 incorporated the ESF into the full 5-Year Plan. All ESF investments are incorporated into the 5-Year Plan.

As part of the 5-Year Plan process, First 5 staff developed an interactive tool for the CAC to better illustrate the tradeoffs between major investment components. The CAC advised First 5 to seek a balance of investments across the major budget areas of 40% to subsidized child care slots, 40% to provider wages, and 20% to Family, Friend, and Neighbor caregivers (see **Appendix B.IV.**).



The CAC's work ultimately spanned 16 meetings between August 2024 and May 2025, including two day-long retreats. All these meetings were open to the public and administered according to California's open meetings requirements (a.k.a. the Brown Act).

In addition to the process outlined above, and to ensure this 5-Year Plan is responsive to community needs and builds off local assets, First 5 employed several methods to gather ideas, priorities, and questions from members of the community. These included:

- Referenced **community-led and participatory data and research insights** (See “Listening to Community Voices” on page **24** and **Appendix C.IV.**) that were highlighted for the CAC.
- Conducted a **formal survey process** informed by community partners and delivered by Applied Survey Research (ASR) that collected responses from more than 600 parents and nearly 400 providers throughout the county, results of which were presented to the CAC. Launched a **provider outreach call campaign** that reached more than 812 FCCs and centers to gather information about provider needs and share updates about Measure C planning.
- Delivered a total of **41 community presentations** to almost 1,000 participants to introduce and explain Measure C to a variety of audiences.

BUILDING ON COMMUNITY EFFORTS

Measure C was not the first effort to pass a countywide sales tax to provide support for early care and education. Between 2017 and 2018, Alameda County residents built Measure A, an Alameda County Child Care and Early Education Ballot Measure, which aimed to address major issues with the local ECE system. As part of these efforts, advocates across the county developed the Measure A Program Plan informed heavily by community input.

In 2017, the Alameda County Board of Supervisors directed the General Services Agency’s Early Care and Education Program to undertake a Child Care and Early Learning listening initiative, which consisted of almost 100 stakeholder meetings with more than 1,000 invested community members including parents, teachers, directors, providers, and elected officials. A 25-member Steering Committee was formed and met bi-weekly from July 2017 through

January 2018 and revised Program Plan draft components after each round of listening sessions. These proposals were also vetted by a 45-person Advisory Panel, which met three times to provide content expertise. During this time more than 500 feedback forms were collected, vetted, and used to inform the Program Plan components.

While Measure A did not garner the support needed at the ballot box, Measure C and this 5-Year Plan build on the work that Measure A advocates and leaders completed in 2017-2018 and incorporates community feedback collected during that process and components from the Program Plan.

LISTENING TO COMMUNITY VOICES

While accurate ECE data can be difficult to access due to the fragmented nature of the system and years of disinvestment, the field at a local level has been working to assess the Alameda County ECE landscape to better effectuate change. Several local community organizations, government agencies, and advocacy groups have gathered and used data to improve local understanding of the reality of early care in the county. First 5 also sought to incorporate timely input from local ECE coalition Oakland Starting Smart and Strong on the preliminary findings and recommendations from their UPK Impact Project, and consulted the Oakland Fund for Children and Youth (OFCY) strategic plan.

In September 2024, the CAC reviewed a number of these reports illustrating the level of need in the county's ECE system and related systems and services. First 5 is grateful to the community members and organizations who have worked hard to build these community data and research insights.

INCREASING ACCESS TO CHILD CARE SERVICES



Families with the least stability face the greatest difficulties accessing child care.¹

Families emphasized that dependable, affordable child care is crucial for them to sustain their employment and ensure their economic stability.²



Families surveyed in Oakland:

63% rely on Family, Friend, and Neighbor (FFN) care¹

Parents that especially rely on FFN:

- Latino parents
- Student parents
- Those with irregular work hours¹



Statewide estimates indicate approximately **1 in 4** families with children under 5 rely on FFN care.⁴



Oakland Unified School District data indicate that:

39.4% of children entering OUSD kindergarten programs in 2023 had received FFN care³

HIGHER THAN AVERAGE RATE:

41.4% English Learners
46.9% Asian
41.4% Latino families
47.7% Newcomers to the city³

¹ Parent Voices Oakland, Parent Engagement Study: Informal Care in East Oakland, 2017

² Eastern Alameda County Human Services Needs Assessment, 2024

³ Oakland Unified Preschool Experience Study, 2023

⁴ Center for the Study of Child Care Employment, Parent Preferences in Family, Friend, Neighbor, and Nanny Care, 2023



32%
of working families said childcare needs prevented a household member from working or re-entering the workforce²

Kindergarten readiness decreased during the COVID-19 pandemic:



44%
of children rated as fully ready in 2019³

33%
of children rated as fully ready in 2021-22³

FAMILIES CHILD CARE NEEDED:



- Practical
- Easy to find
- Reliable ways to find child care
- Ways to pay for care⁵

FAMILIES WITH HIGH NEEDS:

1. Homeless families
2. Those with access issues due to transportation or other barriers

are shut out [of the current subsidy system] or ‘fall between the cracks’⁶

PARENTS ARE CHILDREN’S “FIRST TEACHERS ”

Thoughtful and robust parent engagement programs can help parents build knowledge and skills about early childhood development, increase engagement with their children, support early learning through playgroups and parent workshops, help connect parents with one another through new social connection and peer support, help them identify more ways to contribute to their communities and neighborhoods, and connect their families to supportive services.⁷

TOP CONCERNS AROUND CHILDCARE:

1. Housing instability
2. Enrollment challenges
3. Transportation
4. Employment constraints¹

KEY STRATEGIES FOR PROMOTING KINDERGARTEN READINESS INCLUDE:

1. Supporting families with housing resources
2. Investing in family-friendly unhoused infrastructure
3. Cultivating early childhood champions
4. Strengthening funding streams with a focus on equity⁴

CREATE INCENTIVES FOR PROVIDERS TO OFFER CARE:



1. Evening
2. Overnight
3. Weekend⁵

1. Increase capacity for developmental screening
2. Early intervention services across all ECE settings.
3. Expand programs such as Help Me Grow to work more extensively with providers and FFN caregivers.⁵

¹ Parent Voices Oakland, Parent Engagement Study: Informal Care in East Oakland, 2017

² South Hayward Promise Neighborhood survey, 2021

³ Kindergarten Readiness Assessment, First 5 Alameda County, 2021–2022

⁴ Oakland Starting Smart and Strong (OSSS), City of Oakland Early Childhood Ecosystem Opportunities, 2023

⁵ Preliminary Findings and Policy Recommendations from OSSS’s UPK Impact Project, April 2025

⁶ Alameda County Early Care and Education Needs Assessment, 2021

⁷ Oakland Fund for Children and Youth Strategic Plan, 2025-2028

RECRUITING, RETAINING, AND SUPPORTING EARLY EDUCATORS

Emphasized need to eliminate compensation gaps and expand workforce development.¹

Advocated for a mixed delivery system offering culturally affirming care and access through language justice.¹

Called for strengthening data systems to better inform policies and eliminate anti-Black language in data usage.¹

In Dublin, Pleasanton, and Livermore, there has been a reported disruption to the informal care network due to many relocating away from the region.²

Fund comprehensive training programs for all ECE providers focused on issues related to the needs of the Oakland younger child population and families. This includes best practices in multi-lingual learning, special needs inclusion, and trauma-informed practices. Providers should be paid for participation and classroom coverage.³

Targeted funding specifically for programs shifting to care for younger children can help programs adjust to survive.³

ENHANCING CHILD SERVING SPACES

Between 2017 and 2021, the county saw a



24%

reduction in FCC spaces for children birth to 5⁴



8%

reduction overall in infant and toddler spaces⁴

What stopped sites from expanding:



69%

identified a lack of funding⁵



37%

lack of available qualified staff⁵

56% expressed interest in expanding if resources were available⁶

INADEQUATE PROPERTY COMPONENT:²

1. HVAC/ventilation
2. outdoor play spaces
3. mold and lead issues
4. security systems

Of the 324 ECE sites surveyed:

61%

had at least one urgent or inadequate property component⁵

29%

reported six or more urgent or inadequate components⁵

FUNDING FOR ASSISTANCE WITH: facilities upgrades, new equipment, toys, and supplies that are suitable for infants and toddlers is needed.³

¹ Black Californians United for ECE Policy Plan, 2024

² Eastern Alameda County Human Services Needs Assessment, 2024

³ Preliminary Findings and Policy Recommendations from OSS's UPK Impact Project, April 2025

⁴ Alameda County Early Care and Education Planning Council, Alameda County Early Care and Education Needs Assessment, 2021

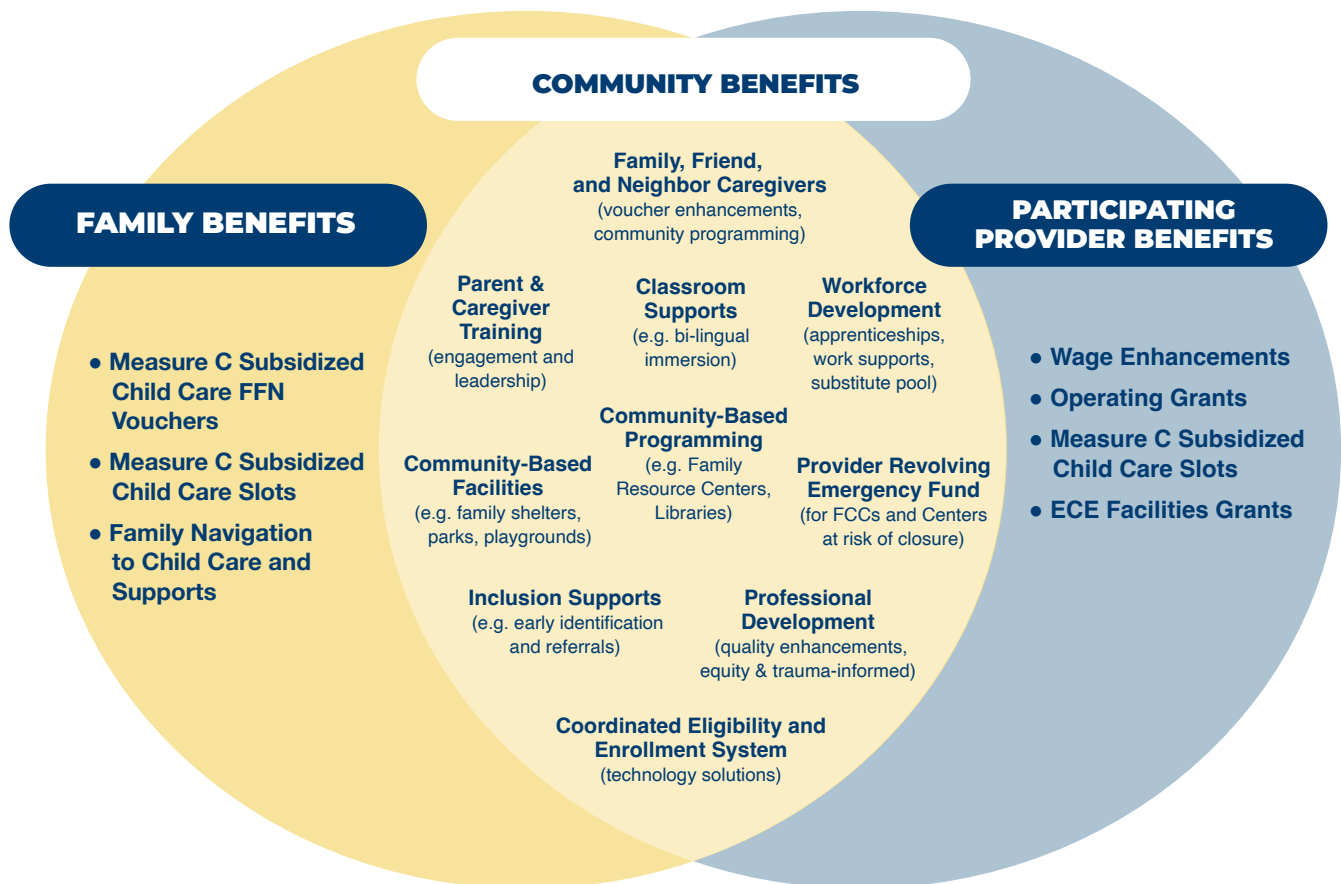
⁵ First 5 Alameda County, Alameda County Early Care and Education Licensed Facilities Assessment, 2022

⁶ Preliminary Findings and Policy Recommendations from OSS's UPK Impact Project, April 2025

Key Components of the 5-Year Plan

5-YEAR PLAN'S INITIAL APPROACH AND FUTURE GOALS

Measure C is a landmark investment in the future of children and families, as well as the ECE infrastructure, in Alameda County. The Ordinance has a strong emphasis on equity, with First 5 embracing a transparent community-driven approach. First 5, informed by the CAC and community partners, has developed a set of strategic investments that will address needs across the landscape of child-serving organizations — from direct service providers such as Family Child Care providers, Child Care Centers, and Family, Friend, and Neighbor caregivers, to critical supporting organizations like Alternative Payment agencies, Resource and Referral agencies, Family Resource Centers, labor, and numerous city and county agencies.



Years 1 and 2 are the most detailed, with Years 3 – 5 continuing and building on initial investments, learning at existing and new tables, and continuing open dialogue on the best approaches to ensuring inclusion, family support, child success, and provider growth and sustainability, among other aspects.

Additionally, we acknowledge the moment of uncertainty at which this Plan arrives. With significant changes already occurring at the federal level, fragmented and incomplete data, the potential for additional economic instability, and a change in state administration set to take place halfway through the implementation of this initial 5-Year Plan, in addition to local shifts in administrative leadership and elected officials, the Plan takes a measured approach allowing for the potential of out-year growth and refinement as the landscape is better understood. Ideally, the creation and implementation of key infrastructure, data reporting, and other supportive services will continue to allow for early successes that we can build upon together moving forward through the life cycle of Measure C.

Throughout the 5-Year plan, and particularly in Years 3 – 5, First 5 will refine strategies and investments based on:

- Data insights to gain a clearer understanding of the landscape and respond to community needs
- Finances and capacity to ensure full utilization of federal and state funding
- Community engagement of families and providers to inform evolution
- Audit and preliminary evaluation findings, compliance with all Ordinance mandates
- Coordination of the bundle of resources and supports available to participating providers and the broader community

The Plan contains investments in 21 strategy areas, grouped among five broad goals that are responsive to the mandates of the Ordinance and community priorities (see **Appendix C.V.**).



GOAL 1
Increasing Access to
Child Care Services



GOAL 2
Recruiting, Retaining,
and Supporting Early
Educators




GOAL 3
Enhancing Child-
Serving Spaces



GOAL 4
Accountability and
Measuring Impact



GOAL 5
Effective Administration
and System Improvements

ORDINANCE REQUIREMENT(S)	5-YEAR PLAN GOAL	5-YEAR PLAN STRATEGY	Year 1 \$190M	Year 2 ~\$185M	TOTAL 5 YEAR INVESTMENT ~\$930M	ESTIMATED IMPACT
2.08.303.A.1.	 GOAL 1 INCREASING ACCESS TO CHILD CARE SERVICES	<ul style="list-style-type: none">• 1A'. Measure C FFN Subsidized Child Care Vouchers• 1B'. Measure C Subsidized 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	\$30 M (16%)	\$65 M (35%)	~\$290 M (31%)	<ul style="list-style-type: none">• ~1,000 children gain access to subsidized child care through FFN vouchers• ~1,400 children gain access to child care through new subsidized slots at Centers and FCCs• Engage the community to inform investments in inclusion enhancements• Increased access to child care through increased child care referral and navigation supports and increasing draw-down of state and federal child care subsidies• Engage the community in design of a Centralized Eligibility and Enrollment System to make it easier for families to navigate, providers to fill vacancies, and the efficient use of system resources• Support expertise in parent/caregiver engagement for ECE providers and community-based organizations, promote parent/caregiver engagement activities and leadership opportunities• Increased inclusion via training, screening tools, classroom modifications, materials
2.08.303.A.2. 2.08.306. C. and D.	 GOAL 2 RECRUITING, RETAINING, AND SUPPORTING EARLY EDUCATORS	<ul style="list-style-type: none">• 2A. Emergency Grants• 2B'. Minimum Wage Floor and Operating Grants• 2C. Provider Emergency Revolving Fund• 2D. Workforce and Professional Development• 2E'. Family, Friend, and Neighbor Caregiver Supports	\$113 M (60%)	\$86 M (46%)	~\$460 M (49%)	<ul style="list-style-type: none">• ~80% of providers are eligible for \$40K - \$100K payments starting in July 2025<ul style="list-style-type: none">▶ ~1,225 FCC sites, serving up to 13,000 children, with an estimated 1,900 teachers▶ ~400 Center sites, serving up to 24,000 children, with an estimated 3,600 teachers• Raise wages for early educators at Measure C providers to at least \$25/hour (Year 2)<ul style="list-style-type: none">▶ ~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▶ Estimated annual wage increase up to \$25,000• FCC and Center providers at risk of closure will be able to remain open• Access to apprenticeship and other workforce pathways for more than 300 educators supporting paid entry into the field• Access to substitutes for early educators to take time off and participate in professional development• Engage the community to define quality ECE and inform quality improvement investments• ~2,750 FFN 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• ~\$500 monthly voucher enhancement for FFN caregivers (Year 2)
2.08.306.D.	 GOAL 3 ENHANCING CHILD-SERVING SPACES	<ul style="list-style-type: none">• 3A. Early Care and Education Facilities• 3B. Community Spaces	\$21 M (11%)	\$11 M (6%)	~\$65 M (7%)	<ul style="list-style-type: none">• Estimated 2,000 children gain greater access to safe, high-quality spaces• Increased infant/toddler care spaces to meet demand• Expand and improve child-serving facilities at FRCs, shelters, and other community spaces including parks, playgrounds, and libraries
2.08.307.C.2 2.08.307.D.	 GOAL 4 ACCOUNTABILITY AND MEASURING IMPACT	<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	\$6 M (3%)	\$5 M (3%)	~\$25 M (3%)	<ul style="list-style-type: none">• Support evaluation of Measure C expenditures and impacts• Compliance with ordinance mandate, and evaluate broader system impact in coordination with OCI evaluation, organized labor, and community partners• Implementation of Early Development Instrument (EDI) to analyze kindergarten readiness, inform planning, investments, and policy advocacy• Develop robust data systems to support transparency, program evaluation, design and decision-making• Ensure First 5 continues to have clean audit findings as we grow our role in the early childhood system
2.08.303.A.3. 2.08.307. B.	 GOAL 5 EFFECTIVE ADMINISTRATION AND SYSTEM IMPROVEMENTS	<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	\$19 M (10%)	\$18 M (10%)	~\$90 M (10%)	<ul style="list-style-type: none">• Ensure sufficient administrative capacity to administer programs• Ensure robust and diverse participation to inform Measure C investments• Support strategic communication and broader awareness and participation in Measure C programs and resources• Enable effective participatory planning, implementation, administration, engagement, and measurement to ensure Measure C's success• Leverage and coordinate local, state, and federal funds in service to a more effective and synchronized early childhood system that makes smart use of public dollars

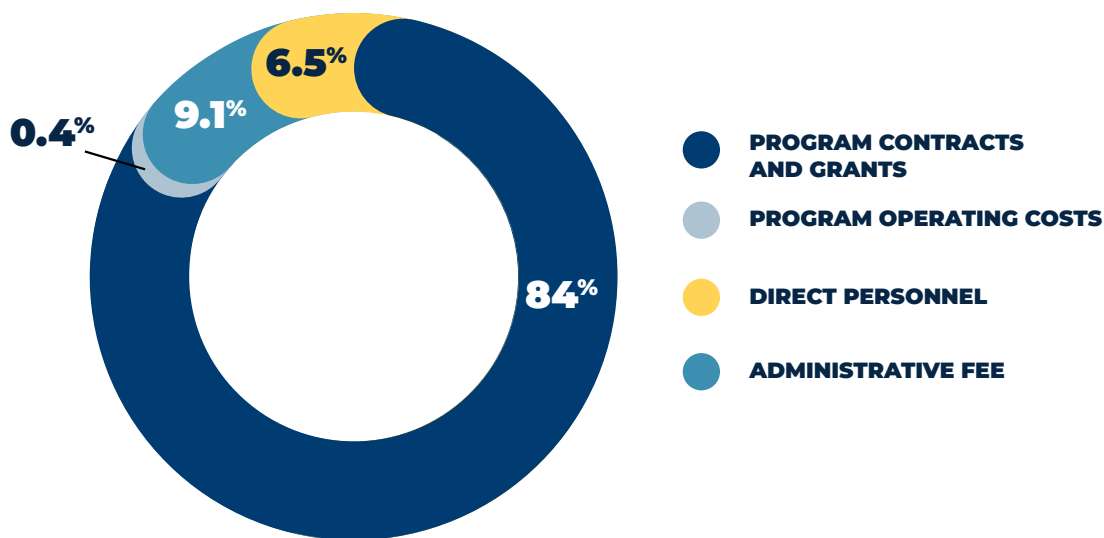
*As part of the 5-Year Plan process, the CAC advised First 5 to seek a balance of investments across the major budget areas of 40% to subsidized child care, 40% to provider wages, and 20% to Family, Friend, and Neighbor caregivers. The 5-Year Plan aligns with that guidance with the following proposed annual funding amounts starting in Year 2: 40% - GOAL 1: Increasing Access to Child Care Services via •1A. ~\$15M and •1B. ~\$35M; 40% - GOAL 2: Recruiting, Retaining, and Supporting Early Educators via •2B. ~\$50M; and 20% - GOAL 2: Recruiting, Retaining, and Supporting Early Educators via •2E.~\$25M

5-YEAR BUDGET BY GOAL

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	5-YEAR TOTAL	
GOAL 1. Increasing Access to Child Care Services	\$30.0 M	\$64.8 M	\$64.9 M	\$64.6 M	\$64.7 M	\$289.0 M	31%
GOAL 2. Recruiting, Retaining and Supporting Early Educators	\$113.3 M	\$86.0 M	\$86.1 M	\$86.2 M	\$86.3 M	\$457.9 M	49%
GOAL 3. Enhancing Child-Serving Spaces	\$21.0 M	\$10.8 M	\$10.8 M	\$10.8 M	\$10.9 M	\$64.3 M	7%
GOAL 4. Accountability and Measuring Impact	\$6.4 M	\$5.2 M	\$4.9 M	\$5.9 M	\$4.8 M	\$27.2M	3%
GOAL 5. Effective Administration and System Improvements	\$19.0 M	\$18.4 M	\$18.2 M	\$18.6 M	\$18.6 M	\$92.8 M	10%
TOTAL	\$189.7 M	\$185.2 M	\$184.9 M	\$186.1 M	\$185.3 M	\$931.2 M	100%

The initial appropriation of \$209.6 million includes the Year 1 annual budget of \$189.7 million and up to \$19.9 million for repayment to the First 5 Proposition 10 Sustainability Fund (see **Appendix B**). Years 2 – 5 are planning estimates that are subject to change.

5-YEAR PLAN BUDGET BY EXPENDITURE CATEGORY



Throughout the document, the following definitions apply:

FISCAL YEAR	BEGIN AND END DATES	REFERRED TO AS
2025-26	July 1, 2025 – June 30, 2026	YEAR 1
2026-27	July 1, 2026 – June 30, 2027	YEAR 2
2027-28	July 1, 2027 – June 30, 2028	YEAR 3
2028-29	July 1, 2028 – June 30, 2029	YEAR 4
2029-30	July 1, 2029 – June 30, 2030	YEAR 5



GOAL 1

Increasing Access to Child Care Services

- STRATEGY 1A** Measure C Family, Friend, and Neighbor Subsidized Child Care Vouchers
- STRATEGY 1B** Measure C Subsidized Child Care Slots at Centers and Family Child Care
- STRATEGY 1C** Inclusion Supports for All Children
- STRATEGY 1D** Connecting Families & Caregivers to Resources
- STRATEGY 1E** Use of Technology to Support Access
- STRATEGY 1F** Parent and Caregiver Training and Engagement



BACKGROUND

Measure C requires the 5-Year Plan to **increase access to child care, preschool, and early care services by increasing the number of subsidized and enhanced spaces/slots to serve children.**

Beginning in Year 1 and continuing through Year 5, the 5-Year Plan calls for increased investment in child care access through the creation of new subsidized slots in centers, FCCs, and for families seeking FFN care. In Year 1, approximately 1,000 additional children will gain access to subsidized care. This number is expected to grow to an estimated 2,400 children in Year 2.

In addition to creating new subsidized child care slots, the Plan invests resources to maximize use of existing state and federal subsidized child care funding to expand access and ensure Measure C is the funding of last resort. Families will get increased help finding care that meets their needs from the county's contracted Resource and Referral (R&R) organizations, supplemented by a network of supported Family Resource Centers across the county. Caregivers will receive targeted training and access to resources to support the inclusion of children with special needs, while families will benefit from enhanced mental health services for both children and parents.

RESPONDING TO COMMUNITY-DEFINED PRIORITIES

(Please see **Appendix C.V.** for WestEd report and crosswalk of Goals and Strategies with community priorities from Measure C listening sessions).

The following priorities relate to the theme of FAMILY ACCESS AND SUPPORTS:

- **SUBSIDY SYSTEM:** Simplify and improve the subsidy process to better serve more families and providers. Families face long waitlists, and providers struggle to place subsidized children. Both groups find the application process, eligibility rules, and slow payments difficult to manage.
- **COORDINATION OF FAMILY RESOURCES:** Coordinate efforts across child- and family-serving systems to boost family access and improve child learning and development. This includes early care, education, food, housing, job support, and mental health services.
- **EARLY INTERVENTION AND INCLUSION:** Provide stronger support for families and ECE providers to ensure children receive early intervention services and inclusive care.
- **PARENT AND FAMILY LEADERSHIP:** "Parents are the first and best teachers and advocates for their children, so I would like to see supports for families prioritized, with parents both included in the services and valued as the experts."



STRATEGY 1A MEASURE C FAMILY, FRIEND, AND NEIGHBOR SUBSIDIZED CHILD CARE VOUCHERS

As noted in the Community Listening Session on FFN care (**Appendix C.V.**), and in focus groups conducted by First 5^{xxix}, as well as the Los Angeles report on Family Friend and Neighbor (FFN) care^{xxx}, many families choose FFN care because it is rooted in the community and responsive to the needs of parents and children who have varying schedules, speak a language other than English at home, or may prefer to have their child in the care of a family member or friend for whom there is a personal or cultural connection. FFN care also supports families economically — for example, a child care voucher payment may go to a grandparent, keeping the resource within the family. Measure C recognizes the important role of FFN caregivers in the county and the need for additional investments that support families and caregivers.

SUMMARY OF INVESTMENTS

YEAR 1 - \$15M	YEAR 2 - \$15M <i>*planning estimates subject to change</i>	YEARS 3-5 - \$15M <i>*annual planning estimates subject to change</i>
~1,000 new subsidized vouchers to families with children birth to age 5 for FFN care	Continue ~1,000 subsidized vouchers to families with children birth to age 5 for FFN care	Explore phasing out vouchers for FFN care over time, transition to slots for licensed providers

YEAR 1

Quickly respond to the needs of families for access to care, while a longer-term structure is developed for implementing Measure C contracted slots at licensed providers which are anticipated to provide more stability in the overall system.

- Distribute ~1,000 new subsidized child care vouchers to families with children birth to age 5 for license-exempt, informal care from families, friends, and neighbors across the county (see **Appendix A** for eligibility criteria and anticipated methodology).
 - ▶ Prioritize high-needs groups, including infants and toddlers, families needing after-hour care, children with special needs, families experiencing homelessness, and those in the foster care system.
- We estimate that ~1,000 children will benefit from access to subsidized child care, enhancing early learning outcomes and supporting working families. At the same time, this funding will provide a new income source for around ~800 Family, Friend, and Neighbor caregivers.

YEAR 2

Continue to implement FFN vouchers while ramping up Measure C Subsidized Child Care Slots (Strategy 1B).

- Continuation of ~1,000 FFN vouchers to families with children birth to age 5.
- Assess continued need for FFN vouchers and adjust voucher distribution accordingly.

YEARS 3 – 5

Assess the level of investment in FFN vouchers with the intention to phase out over time as Measure C Child Care Slots (see Strategy 1B) are more fully implemented to create greater stability in the system.



STRATEGY 1B

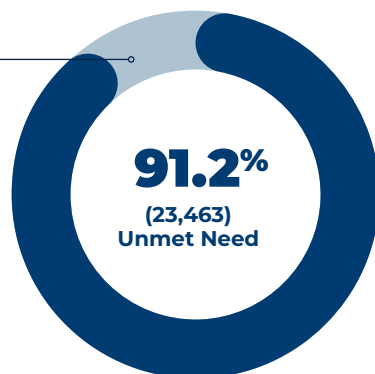
MEASURE C SUBSIDIZED CHILD CARE SLOTS AT CENTERS AND FAMILY CHILD CARE

Findings from the Alameda County Early Care and Education Needs Assessment (2021) found unmet need in both infant/toddler and preschool care. The gap was particularly significant in infant and toddler care, in which only 8.8% of eligible children were found to be accessing subsidized care.

Infant/Toddler Unmet Need for Subsidized Care (2021)

8.8%

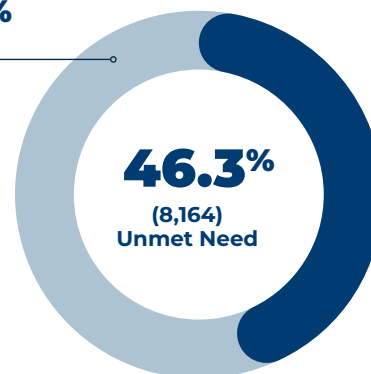
(2,257)
Number of Eligible Children accessing Subsidized Care



Preschool Unmet Need for Subsidized Care (2021)

53.7%

(9,465)
Number of Eligible Children accessing Subsidized Care



Source: Alameda County Early Care and Education Planning Council (2021) *Alameda County Early Care Education Needs Assessment*.

SUMMARY OF INVESTMENTS

YEAR 1 - \$550K	YEAR 2 - \$35M <i>*planning estimates subject to change</i>	YEARS 3-5 - \$35M <i>*annual planning estimates subject to change</i>
Prepare to implement subsidized child care slots for children birth to age 5 at centers and FCCs	Distribute ~1,400 new Measure C subsidized child care slots for children birth to age 5 at centers and FCCs	<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

YEAR 1

Prepare for the creation of new subsidized Measure C Child Care Slots for children birth to age 5 at **centers and Family Child Care (FCCs)** to launch in Year Two.

- Identify contractor(s) through a procurement process to administer Measure C Subsidized Child Care Slots.
- Develop a plan to ensure Measure C Slots are equitably distributed across the county. (see **Appendix A** for eligibility criteria and anticipated methodology.)
- Provide technical assistance and financial support to help providers prepare to accept subsidized slots, including assistance with strengthening business practices and funding for ECE staff to obtain required infant/toddler units and certifications so they can shift to serving younger children.
- Analyze data on enrollment and expenditures in existing publicly-funded child care systems and provide technical assistance and supports to maximize the use of state and federal funding prior to tapping into Measure C-funded slots.
- Develop data sharing agreements with local and state partners to monitor usage and recommend changes in slot distribution and other aspects of the Program over time.

YEAR 2

Implement new Measure C Subsidized Child Care Slots for children birth to age 5 **at centers and FCCs for an estimated 1,400 children annually across the county.**

- Distribute 1,400 new subsidized Measure C slots at centers and FCC sites across the county. (see **Appendix A** for eligibility criteria and allocation methodology).
 - ▶ Half the slots will be distributed to providers who meet the subsidy eligibility requirements for wage enhancements (see Strategy 2B).
 - ▶ The other half will be available for providers who do not meet the subsidy threshold. The intent is to increase the number of sites offering subsidized child care and to create paths for additional providers to become eligible for the Measure C wage enhancements and operating grants.
- Provide continued technical assistance to support providers with accepting and maintaining subsidized slots.

YEARS 3 – 5

Use learnings from implementation to better coordinate, build capacity, and leverage state and federal funding.

- Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement.



STRATEGY 1C INCLUSION SUPPORTS FOR ALL CHILDREN

Building inclusive environments for all children entails centering inclusion in the ECE system and emphasizing consistent quality improvements in classrooms (see Strategy 2D).

Centering inclusion in ECE settings supports development, learning, and a sense of belonging for all children. Research shows that while all children benefit from high-quality ECE, children with disabilities in inclusive classrooms benefit in particular.^{xxxi} Emphasizing inclusion also ensures that children with disabilities or developmental differences can access the same learning experiences, relationships, and environments as their peers.

Finally, inclusion in early childhood lays the foundation for a more inclusive society, where diversity is seen as a strength, not a barrier.

SUMMARY OF INVESTMENTS

YEAR 1 - \$1M	YEAR 2 - \$2M <i>*planning estimates subject to change</i>	YEARS 3-5 - \$2M <i>*annual planning estimates subject to change</i>
<ul style="list-style-type: none"> Fund community-based research through the Alameda County Early Childhood Policy Council (ACECPC) Implement inclusion supports 	Continue and expand inclusion supports based on recommendations from the ACECPC and other stakeholders	Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement

YEAR 1

Engage the community to better understand the need for providing high-quality care and services to children with special needs and inform future investments.

- Fund community-based research through 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.

- Implement initial inclusion supports, including:
 - ▶ Offer free screening tools (e.g., Ages & Stages Questionnaires) and provide training to ECE providers on screening tool administration, scoring, and referral processes to strengthen early detection and referral pathways for developmental delays, particularly in under-resourced areas.
 - ▶ Provide resources for ECE providers to improve inclusive practices, such as classroom modifications and adaptive materials.
 - ▶ Expand access to culturally and linguistically responsive Help Me Grow services in ECE settings, including navigation, developmental guidance, and parent support.
- Partner with community groups and system leaders to advocate for improved resources and services for children with special needs across systems.

YEAR 2

Implement based on recommendations of the ACECPC and other community engagement.

- Continue investments in free screening tools and related training for ECE providers, resources for ECE providers to improve inclusive practices, and expansion of Help Me Grow services in ECE settings. Refine investments based on ACECPC recommendations.
- Implement additional inclusion investments informed by ACECPC recommendations, such as partnering with expert community agencies to provide hands-on coaching and technical assistance to ECE providers on adapting classroom environments, routines, and curricula for inclusion.
- Continue partnering with community groups and system leaders to advocate for improved resources and services for children with special needs across systems.

YEARS 3 – 5

- Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement.



STRATEGY 1D CONNECTING FAMILIES & CAREGIVERS TO RESOURCES

Listening sessions with families and providers revealed the need for increased navigation supports to ensure that children and their families are matched with available and appropriate child care, as well as critical wraparound services such as food, housing, and transportation.

Community and faith-based organizations play a critical role in providing these navigation services. For example, Family Resource Centers (FRCs) operating across the county help families and caregivers navigate complex systems like child care, education, and other public benefits. Resource and Referral Agencies (R&Rs) also serve an important role in connecting families with child care resources that are accessible, available, and meet their needs.

5-Year Plan investments in this area reflect a continuation of work that First 5 has supported in Alameda County for many years. Starting in 2018, First 5 has supported the CARES Pilot that helped families on CalWORKs experiencing, or at risk of, homelessness connect to child care services.

First 5 intends to continue to partner with public sector agencies such as Alameda County Social Services, Health Care Services, city and county departments, and the Alameda County Office of Education to coordinate existing funding, streamline metrics, and simplify reporting.

SUMMARY OF INVESTMENTS

YEAR 1 - \$6.5M	YEAR 2 - \$6.5M <i>*planning estimates subject to change</i>	YEARS 3-5 - \$6.5M <i>*annual planning estimates subject to change</i>
<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 	Continued funding for R&Rs, FRCs, and shelters	<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

YEAR 1

- Fund Resource & Referral Agencies (R&Rs) to enhance child care referral and navigation services, including for state and federal child care subsidies, and to increase outreach.
- Grants for shelters and FRCs to support:
 - ▶ Enhanced referrals for families to child care and other basic resources, including additional family navigator positions
 - ▶ Basic needs for families
 - ▶ Family and caregiver engagement and programming, such as playgroups, fatherhood initiatives, and trainings
 - ▶ Expanded community partnerships, including creating, expanding, or enhancing community and neighborhood collaboratives
 - ▶ Training for staff serving children birth to age 5 to enhance service provision
- In collaboration with community partners, establish a Navigator Network to support the sharing of knowledge and resources for Family Navigators working across Alameda County to support children birth to age 5 and their families accessing the services and support they need.
- Explore system coordination with public partners to coordinate funding, streamline metrics, and simplify reporting.

YEAR 2

- Continued funding for FRCs, shelters, and R&Rs to provide navigation and other services.
- Continued implementation of the Navigator Network.
- Continued system coordination.
- Assessment of Year 1 investments to address ongoing navigation and community services needs and strengths, which may include funding for additional partners.

YEARS 3 – 5

- Continued funding for navigation and community programming partners.
- Continued system coordination.
- Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement.



STRATEGY 1E

USE OF TECHNOLOGY TO SUPPORT ACCESS

SUMMARY OF INVESTMENTS

YEAR 1 - \$2M	YEAR 2 - \$1M <i>*planning estimates subject to change</i>	YEARS 3-5 - \$800K <i>*annual planning estimates subject to change</i>
Design a Coordinated Eligibility and Enrollment System based on robust community engagement and prepare for implementation	<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 	Ongoing implementation and administration of the system based on available resources, data insights, and community engagement

Measure C requires the 5-Year Plan to include **use of technology** and **data collection strategies** designed to support Plan transparency, program evaluation, design, and decision-making. To support data collection, improve access, and streamline eligibility processes, the Measure provides that 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, **technology and data systems to promote the effectiveness of the initiative, integrate information on subsidies, quality and the early care and education workforce, including the development of a centralized eligibility list.**”*

The stated goals of Measure C include improvement of **program accessibility and administrative efficiency for parents and providers, including, where appropriate, the use of technology.**

The current fragmentation of the ECE landscape is difficult to navigate for parents, guardians, and administrators alike. More than 35 agencies in Alameda County support state and federal subsidies, each with separate intake and enrollment processes. Coordinated eligibility and enrollment streamlines access to early care and education services, making the process more equitable and easier for families to navigate through increased partnership and technology solutions. It supports subsidy administrators by reducing administrative burdens and helping fill vacancies, while enabling systems to use resources efficiently, inform planning with data, and improve outcomes through greater coordination.

Given that the goal is to provide increased access for families, administrative streamlining for providers, data and use of technology will be an expected condition of participation in the program.

As part of a robust community engagement strategy to inform the goals, features, and overall design of the coordinated eligibility and enrollment system, First 5 hosted a series of nine monthly workshops with a “Design Team” assembled to reflect the various intended users of the system. This group consisted of 12 parents/primary caregivers of young children and 10 system partners. The purpose of this group is to provide diverse “end user” perspectives to help shape the resulting system that will ultimately streamline the process by which families choose their preferred child care program. First 5 will continue to engage directly with users to inform the design and implementation of the Coordinated Eligibility and Enrollment System.

Visioning Phase Engagement

Design Team	Broader Engagement	Implementation Partner Engagement
<ul style="list-style-type: none"> • Method: collaborative team • Timeline: Oct 2024 – May 2025 • Participation: <ul style="list-style-type: none"> • Families • Family navigators • ECE state and federally contracted staff • Alternative Payment Agency staff 	<ul style="list-style-type: none"> • Method: surveys, interviews, and focus groups • Timeline: Survey completed in Sep 2024; more engagement to begin in early 2025 • Participation: <ul style="list-style-type: none"> • Families • ECE professionals • Internal First 5 staff 	<ul style="list-style-type: none"> • Method: Interviews and focus groups • Timeline: Potential start in Feb 2025 with ongoing engagement • Participation: <ul style="list-style-type: none"> • ECE state and federally contracted staff • Resource & Referral/Alternative Payment agency staff



Design Team Composition

12 Families:

City of Residence	Number of Family Design Team Members
Berkeley	1
Cherryland	1
Dublin	1
Emeryville	1
Fremont	1
Hayward	2
Livermore	1
Oakland	4
Total	12

10 System Partners:

- 2 family navigators
- 4 ECE state and federal contractors
- 4 Alternative Payment Agency staff



YEAR 1

In Year 1, foundational technology investments will support the creation of a more accessible, user-friendly, and secure interface for families seeking child care, featuring all available subsidized program options.

- Launch a mobile-first website with family search options and backend processing for subsidy administrators.
- Conduct a marketing campaign to increase visibility for providers, contractors, and subsidy administrators.
- Establish ongoing user engagement strategy with families, subsidy administrators, providers, and other key partners to guide system design and implementation.
- Begin technology development to solve problems with the fragmented intake processes. This includes robust data collection and quick wins for interoperability with subsidy intake, eligibility, and enrollment data systems in use across the county.

YEAR 2

Launching the subsequent phases of the Coordinated Eligibility and Enrollment System.

- Design and deploy connections between systems to support a more streamlined process for subsidy administrators and improve data collection.
- Release new functionality that meets specific needs identified through ongoing community engagement (user research), with a focus on enhancing coordination and supporting streamlined eligibility and enrollment processes.
- Conduct a year-long pilot with an initial group of subsidy administrators to utilize the identified modules for their eligibility and enrollment process.
- Continue to market the system and boost visibility of providers.

YEARS 3 – 5

- Develop additional core features determined through ongoing user research.
- Sustained user research and system design and delivery to evolve the core functions to meet the complex needs of the various partners across the county.
- Ongoing implementation and administration of the system.
- Continued efforts to market the system and boost visibility of providers.



STRATEGY 1F PARENT AND CAREGIVER TRAINING AND ENGAGEMENT

The stated goals of Measure C include improving **parent engagement as the child's first teacher and as partners and leaders in the programs, services, and policies that support young children's learning and healthy development.**

SUMMARY OF INVESTMENTS

YEAR 1 - \$350K	YEAR 2 - \$350K <i>*planning estimates subject to change</i>	YEARS 3-5 - \$350K <i>*annual planning estimates subject to change</i>
Training for ECE providers and other partners and opportunities for parent/caregiver leadership and ongoing development.	Continued training and leadership opportunities.	Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement.

YEAR 1

- Fund training opportunities for ECE providers, community organizations, and other entities on parent/caregiver engagement strategies. Specific topics will be informed through a community needs assessment and may include supporting parent-child and/or provider interactions, promoting parent/caregiver mental health, early identification and screening for child development, and father engagement.
- Fund and promote leadership and skill development opportunities for parents/caregivers by meeting families where they are and building on existing relationships and trusted partners, such as Neighborhoods Ready for School partners, Fathers Corps, and other community-based groups, to establish co-learning opportunities.^{xxxii}

YEAR 2

- Continued funding for parent and caregiver leadership and engagement training and skill-building opportunities.
- Assessment Year 1 investments to address ongoing training needs and opportunities, which may include collaborating with additional partners.

YEARS 3 – 5

- Continued funding for parent and caregiver leadership and engagement training and skill-building opportunities.
- Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement.



GOAL 2

Recruiting, Retaining, and Supporting Early Educators

- STRATEGY 2A** Emergency Grants
- STRATEGY 2B** Minimum Wage Floor and Operating Grants
- STRATEGY 2C** Provider Emergency Revolving Fund
- STRATEGY 2D** Workforce and Professional Development
- STRATEGY 2E** Family, Friend, and Neighbor Caregiver Supports



BACKGROUND

This 5-Year Plan adopts a multi-pronged approach to support a strong, resilient ECE workforce across all provider types and in partnership with other organizations working towards shared goals. These investments will support efforts to:

- 1 Recruit and retain a skilled workforce and pay staff a competitive wage, while also reducing persistent wage gaps between K-12 educators and ECE educators, as well as comparatively lower wages for Black and Latino/a educators
- 2 Understand and improve work conditions for existing ECE staff
- 3 Create pathways to enter and advance within the ECE workforce, including training and mentorships
- 4 Define and invest in high-quality settings and practices
- 5 Develop and strengthen partnerships across systems to support education, recruitment, and advancement in the field

The strategies proposed to meet this goal include several initiatives to boost operational capacity, pay competitive wages to ECE staff, and support entry into the workforce by new education professionals, as well as retaining and boosting the skills of existing educators.

RESPONDING TO COMMUNITY-DEFINED PRIORITIES

(Please see **Appendix C.V.** for WestEd report and crosswalk of Goals and Strategies with community priorities from Measure C listening sessions.)

The following priorities relate to the themes of WORKFORCE DEVELOPMENT and WAGES AND COMPENSATION:

- **WORKFORCE DEVELOPMENT:** Address the entire career pathway for providers, including recruitment, professional development, and retention. Invest in career ladder frameworks and stipends for degree programs, mentorships, and paid apprenticeships.
- **PROFESSIONAL DEVELOPMENT AND SUPPORT:** Provide and ensure accessibility of professional development to support high-quality early care and education (i.e., online and in-person learning with flexible schedules and in multiple languages). Create and maintain networks to share resources, advice, and support.
- **GRANTS AND WAGE ENHANCEMENTS:** Provide direct financial support (i.e., grants) and wage enhancements that are competitive with other industries and keep up with the cost of living in the Bay Area.

To keep good teachers, we need clear career pathways and better wages.



STRATEGY 2A EMERGENCY GRANTS

As an immediate investment, the 5-Year Plan includes one-time **Emergency Grants** for centers and FCCs to help stabilize providers during this challenging time (originally called Provider Relief Grants in the Emergency Stabilization Fund).

SUMMARY OF INVESTMENTS

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

YEAR 1

The Emergency Grants application will launch following approval of the 5-Year Plan and release of Measure C funding by the Alameda County Board of Supervisors.

- Emergency Grants for eligible Centers and Family Child Care providers, with the size of the grant based on provider type and licensed capacity. (See **Appendix A** for grant amounts, eligibility criteria, and grant requirements.)
- Requirement to pass funds on to teaching staff (minimum of \$1,000 to each early educator)
- Estimated impact:
 - ▶ 1,225 FCC sites, serving up to 13,000 children, with an estimated 1,900 teachers
 - ▶ 400 center sites, serving up to 24,000 children, with an estimated 3,600 teachers

PROVIDER TYPE	SIZE	LICENSE CAPACITY (children birth to age 5)	GRANT AMOUNT
FAMILY CHILD CARE	Small	6-8 children	\$40,000
	Large	12-14 children	\$50,000
CHILD CARE CENTER*	Small	1-49 children	\$50,000
	Medium	50-99 children	\$75,000
	Large	100+ children	\$100,000

*\$500,000 cap on grants for agencies that operate multiple sites.

Note: The Plan includes an additional \$10.5 million in Emergency Grant funding above the amount in the Emergency Stabilization Fund due to new data on the number of eligible FCCs in the county.

YEAR 2

- Emergency Grants are one-time. The Plan includes ongoing investments to support child care providers, including wage enhancements and operating grants (2B), contracted slots (1B), and a Revolving Emergency Fund (2C).

YEARS 3 – 5

- Provider benefits include wage enhancements and operating grants, contracted slots, and Revolving Emergency Fund.

**STRATEGY 2B****MINIMUM WAGE FLOOR AND OPERATING GRANTS**

Improving early educator wages is a key component of Measure C. Despite their critical role, ECE educators often earn low wages, affecting the quality of education and workforce retention. Competitive wages are crucial for retaining skilled educators and attracting new talent.^{xxxiii} Low wages lead to higher turnover, disrupting children's learning and development. Additionally, many educators lack access to essential benefits like health insurance, retirement plans, mental health supports, and paid sick leave, undermining their financial security and job satisfaction. Addressing these issues is essential for stabilizing the sector, improving education quality, supporting educators' well-being, and promoting equity.

Measure C requires the establishment of a **wage floor** for early educator employees. Consistent with the Measure, this Plan sets a wage floor that all participating providers will be **required to meet or exceed** for early educator employees, including Family Child Care assistants. (See more on the wage floor in **Appendix D.V.ii**.)

SUMMARY OF INVESTMENTS

YEAR 1 - \$1M	YEAR 2 - \$50M <i>*planning estimates subject to change</i>	YEARS 3-5 - \$50M <i>*annual planning estimates subject to change</i>
Prepare for successful implementation of wage enhancements and operating grants for FCCs and centers.	Provide wage enhancements and operating grants to eligible FCCs and centers. Proposed initial wage floor of \$25/hour.	Ongoing analysis of penetration, implementation, compliance, impact, and potential for expansion based on available resources, data insights, and community engagement.

YEAR 1

Section 2.08.307(A) of the Ordinance requires the wage floor for early educators and assistants to begin at \$15 per hour, increased annually beginning January 1, 2022, by the San Francisco-Oakland-Hayward Consumer Price Index (CPI) or the percentage increase in revenues raised during the previous calendar year, whichever is less ("Adjustment for Inflation"). Based on the required calculation, the wage floor for 2025 is below the current California minimum of \$16.50 per hour, and many local cities have higher minimum wage requirements. All entities that receive Measure C funding in Year 1 will be required to abide by applicable state and local minimum wage requirements.

Year 1 investments will focus on preparation for successful implementation of wage enhancements and operating grants for FCCs and Child Care Centers in Years 2 – 5.

- Identify contractor(s) through a procurement process to administer wage enhancements and operating grants.
- Prepare the infrastructure and contracts needed to implement the wage enhancements and operating grants in Year 2.
- Build capacity through business supports, networks, and trainings to help providers implement payroll processes, tax management, and benefits tracking. This may include the development of shared services to enhance capabilities that ECE providers (especially small centers and FCCs) might lack today.
- Prepare the California Early Care & Education Workforce Registry to support implementation of the wage floor, including for wage verification and certification processes and reporting.

YEAR 2

Use data insights from Year 1 and Emergency Grants (2A) to develop infrastructure, including accurate data, to implement wage enhancements and operating grants for participating providers.

Beginning in Year 2, the proposed wage floor for Measure C participants is \$25/hour for early educator employees, including FCC assistants and center lead teachers, assistant teachers, and associate teachers. The Plan includes a set wage enhancement amount comparable to \$27/hour for FCC owners starting in Year 2.

Initial investments in wage enhancements will be targeted to sites serving children birth to age 5 enrolled in an Alameda County ECE subsidy program (see **Appendix A** for eligibility criteria). Sites that participate in the Measure C Subsidized Child Care Slots will also be eligible for wage enhancements and operating grants. Initial estimates for eligible providers in Year 2 are:

- 225 center sites with more than 1,900 teaching staff that care for an estimated 10,000 children
- 700 FCC owners and more than 400 FCC assistants that care for an estimated 7,000 children

Investments include:

- Wage enhancements for teaching staff at eligible FCCs and centers, with the amount calculated based on the difference between current wages and the wage floor.
- Operating grants to eligible FCCs and centers to address wage compaction, payroll taxes, and discretionary benefits:
 - ▶ Amounts for centers will be based on staffing structure and the wage enhancement amount for teaching staff.
 - ▶ Amounts for FCCs will be based on the wage enhancements for the FCC owner and any assistants teachers.

- Continued technical assistance and business supports to ensure providers who wish to participate in Measure C can meet all necessary requirements and reporting rules.
- Continued partnership with the California Early Care & Education Workforce Registry to support wage verification and compliance with the wage floor.

YEARS 3 – 5

- 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

The Community Advisory Council requested an ongoing fund to support emergency needs such as overdue payments on rent, mortgage, or utilities to prevent closures of existing providers.

SUMMARY OF INVESTMENTS

YEAR 1 - \$10M	YEAR 2 - \$10M* <i>*planning estimates subject to change</i>	YEARS 3-5 - \$10M* <i>*annual planning estimates subject to change</i>
Design criteria and processes and launch Emergency Revolving Fund as an additional emergency set-aside for FCCs and centers at risk of closure.	Continue to implement Emergency Revolving Fund, maintaining an annual budget of \$10 million. *Annual contribution adjusted as needed based on Fund utilization	*The intention is for Emergency Revolving Fund to be replenished annually.

YEAR 1

- Design criteria and administrative processes and launch \$10 million Emergency Revolving Fund as an additional emergency set-aside for FCCs and centers at risk of closure.

YEAR 2

- Continue to implement the Emergency Revolving Fund, maintaining an annual budget of \$10 million, adjusted as needed based on Fund utilization.

YEARS 3 – 5

- Intend for Emergency Revolving Fund to be replenished annually.



STRATEGY 2D WORKFORCE AND PROFESSIONAL DEVELOPMENT

Measure C requires development of a comprehensive training and professional development system, including support for educational advancement and degree attainment. A stated goal for the proceeds of the tax created under the Measure is to **improve the economic well-being of the early education workforce** and providers who educate the county's children. This strategy intends to attract and retain teaching staff and support a skilled and stable workforce reflecting our diverse county. This is also an equity strategy, to disrupt wage gaps for providers of color^{xxxiv} and foster leadership pipelines in the ECE field.

SUMMARY OF INVESTMENTS

YEAR 1 - \$3M	YEAR 2 - \$6.5M <i>*planning estimates subject to change</i>	YEARS 3-5 - \$6.5M <i>*annual planning estimates subject to change</i>
<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. 	Continue to invest in promising strategies based on available resources, data insights, and community engagement.	Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement.

YEAR 1

Build on existing successful models and understand the landscape for scale to meet the system needs.

- Survey to assess workplace conditions of ~4,500 educators (~60% of the workforce) through the Supportive Environmental Quality Underlying Adult Learning (SEQUAL) study to identify improvement opportunities and inform future investments.^{xxxv}
- Invest in registered apprenticeship programs to attract and retain teaching staff and support a skilled, stable, and diverse workforce.
 - Funding is expected to support more than 300 apprenticeship participants.
- Plan for an ECE pathways to quality jobs learning table to coordinate the current landscape, understand gaps, and maximize resources across organizations, such as the Alameda County Office of Education, higher education institutions, and local and state partners.

- Engage with families, educators, ECE providers, directors, and administrators, and other system partners to define “quality early care and education” (see **Appendix D.V.iii.** for Issue Brief on Improving Quality ECE) and identify appropriate measurements and supports. This engagement will inform the development of a comprehensive plan for implementing quality investments in Year 2.
 - ▶ Recommended Measure C investments will supplement and leverage work being done at the state level through Quality Counts (QC), at the federal level, and through other efforts. Quality Counts supports ECE providers through professional development (PD), on-site coaching, and financial incentives to help improve their programs and ensure that children are prepared for kindergarten and to succeed in school and life.^{xxxvi}
- Building from many years of First 5 investment in Quality Counts, fund Resource and Referral (R&R) agencies to continue QC services for centers, FCCs, and FFN caregivers, including training and coaching to support ECE providers with reaching their individualized quality improvement goals. This investment will leverage state QC funding.

YEAR 2

Continue to invest in promising strategies and implement practices based on lessons learned and insights from partners.

- Implement the ECE pathways to quality jobs learning table.
- Continue investment in registered apprenticeship programs and make new investments in other Earn-to-Learn programs, including pathways for FCCs and youth to enter and advance in the ECE field, and for ECE inclusion.
- Create a substitute pool to support ECE educators when they participate in professional development, take vacation or sick leave, or engage in other activities that require them to be out of the classroom. The substitute pool can also serve as an entry point into the ECE field.
- Fund resources to provide, promote, and maintain the highest degree of physical, mental, and social well-being for ECE educators and staff.
- Implement community-informed quality improvement investments, which may include expansion of training offerings, coaching, technical assistance, communities of practice, mentoring, consultation, and funding for ECE sites to support their implementation of quality elements and best practices.
- Continue to engage stakeholders to inform quality supports, measurement, and standards in Years 3 – 5.

YEARS 3 – 5

- Continue implementation of Years 1 – 2 investments in workforce development and quality improvement and refine investments based on available resources, data insights, and community engagement.
- Explore additional workforce development investments informed by data collection and stakeholder engagement in Years 1 and 2, which may include:
 - ▶ Public awareness campaign on the value and professionalism of ECE educators
 - ▶ Investment in additional career pathways, which could include leadership fellowships, access to subsidized higher education, and strategies to recruit career navigators, mentors, and other workforce support positions
 - ▶ Support for ECE workforce scholarship programs
 - ▶ Developing a centralized hub for ECE workforce pathways, services, and resources in Alameda County
 - ▶ Ongoing data collection to inform workforce development needs and uplift professionalism of the field



STRATEGY 2E FAMILY, FRIEND, AND NEIGHBOR CAREGIVER SUPPORTS

It has been noted that the greatest challenge FFN caregivers face is financial. Wages for these caregivers are very low, many do not receive benefits, and some are unpaid. 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.^{xxxvii}

Measure C provides that improving compensation and support for FFN caregivers is an allowable use of funds to address early care and education workforce compensation. See Strategy 1A for more on FFN vouchers in the 5-Year Plan. In the FFN Community Listening Session (see **Appendix C.V.**), FFN caregivers identified themes and desired supports:

- Education, training, professional development, and incentives for participating
- Bringing together FFNs for greater community and to overcome isolation
- Outreach and information about the definition and benefits of being designated as FFN caregivers
- Significant economic gaps between center and FCC providers
- Support with transportation is needed for caregivers and the children in their care

SUMMARY OF INVESTMENTS

YEAR 1 - \$14M	YEAR 2 - \$25M <i>*planning estimates subject to change</i>	YEARS 3-5 - \$25M <i>*annual planning estimates subject to change</i>
Distribute relief grants and health and safety equipment to eligible FFN caregivers.	<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. 	Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement.

YEAR 1

Provide immediate financial relief through grants and supplies to support existing FFN caregivers caring for children receiving an Alameda County subsidized child care voucher (see **Appendix A** for eligibility criteria).

- Distribute one-time relief grants of \$4,000 for FFN caregivers serving children birth to age 12 receiving an Alameda County subsidized voucher.
 - ▶ An estimated 2,750 caregivers serving approximately 5,000 children will receive relief grants.
- Provide health and safety equipment, such as cribs, car seats, and baby gates, for FFN caregivers serving children birth to age 5 receiving an Alameda County subsidized voucher.
 - ▶ An estimated 1,200 FFN caregivers serving approximately 1,500 children will benefit from new health and safety equipment.

YEAR 2

Implement sustained investments to increase the financial stability of FFN caregivers and honor the value of FFN care.

- Provide voucher enhancements of ~\$500 per child per month to existing FFN caregivers of children birth to age 5 receiving an Alameda County subsidized child care voucher.
 - ▶ This investment will reach approximately 2,500 FFN caregivers who care for an estimated 3,300 children. The majority of FFN caregivers provide care for one child.
- Continue to provide health and safety equipment for eligible FFN caregivers to support children in their care.
- Fund community programming for FFN caregivers and children in their care, such as playgroups, child development and child rearing workshops, and child enrichment opportunities. This investment may also include funding for transportation to and navigation of these opportunities to ensure equitable access to programming and resources.
 - ▶ This investment will also benefit families and other ECE providers who will be able to participate in many of these opportunities.
- Launch a public awareness campaign to inform the community about the role and value of FFN care.

YEARS 3 – 5

- Continue Year 2 investments and assess and refine investments based on available resources, data insights, and community engagement.



GOAL 3 **Enhancing Child-Serving Spaces**

STRATEGY 3A Early Care and Education Facilities

STRATEGY 3B Community Spaces



BACKGROUND

Investing in facilities — upkeep, improvements, renovations, and even building from scratch — is a critical aspect of maintaining and growing access to child care. Alameda County’s early care and education infrastructure has been on perilous footing, with many sites lacking resources needed for even basic maintenance, let alone improvements or expansion. The pandemic exacerbated these issues, leading to a loss of child care spaces throughout the county.

Measure C requires funds to be used to **increase the number of low- and middle-income children from birth to age 12 with safe, nurturing, affordable, and high-quality child care, preschool, and early education services across the county.** The measure further states that the 5-Year Plan may include activities designed to **retain, improve, and expand early care and education facilities.**

RESPONDING TO COMMUNITY-DEFINED PRIORITIES

(Please see **Appendix C.V.** for WestEd report and crosswalk of Goals and Strategies with community priorities from Measure C Listening Sessions, and report from OCI listening sessions).

The following priorities relate to the theme of FACILITIES AND INFRASTRUCTURE:

- 1 UPKEEP & REPAIR:** Address the significant wear and tear on child care facilities, which is expensive for providers to address; fund basic repairs, safety upgrades, and compliance with the Americans with Disabilities Act (ADA).
- 2 IMPROVEMENT AND EXPANSION:** Invest in long-term infrastructure upgrades at child care facilities, such as infant and toddler conversions, inclusive environments, play structures, and climate resiliency; convert existing spaces such as faith-based facilities into child care spaces.
- 3 CHILD-FRIENDLY COMMUNITY SPACES:** Invest in parks, playgrounds, and public spaces that are safe and appropriate for early learning activities.
- 4 SIMPLIFY PROCESS:** Coordinate with government agencies to address zoning restrictions, fire safety requirements, and licensing hurdles.
- 5 TECHNICAL ASSISTANCE:** Provide resources and training to support navigating facilities improvements.



STRATEGY 3A EARLY CARE AND EDUCATION FACILITIES

SUMMARY OF INVESTMENTS

YEAR 1 - \$17M	YEAR 2 - \$7M <i>*planning estimates subject to change</i>	YEARS 3-5 - \$7M <i>*annual planning estimates subject to change</i>
<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. 	<ul style="list-style-type: none"> Continue and expand focus of facilities grants for FCCs and centers. Continue providing technical assistance. 	<ul style="list-style-type: none"> Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement. Explore innovative models.

First 5's 2022 facilities needs assessment study found that the facilities cost to build enough supply to meet demand for licensed care in the county is likely in the range of \$2 billion to \$4 billion.^{xxxviii}

- 61% of ECE sites had at least one urgent or inadequate property component.
- 69% of respondents identified lack of funding as a reason for not being able to expand their operations, with 56% expressing interest in expanding capacity if resources were available.

Many sites lack funding to keep up with basic maintenance, let alone improvements or expansion. Typical facilities needs include HVAC/ventilation improvements, outdoor play space upkeep, mold and lead abatement, and installation and maintenance of security systems.

YEAR 1

Make immediate investments in health and safety and in infant and toddler conversions and lay the groundwork for longer term expansion and evolution of funding.

- Estimated 50-70 facilities grants for FCCs and Child Care Centers to address urgent health and safety needs and convert more spaces to serve infants and toddlers (see **Appendix A** for eligibility criteria and allocation methodology).

TYPE	MAXIMUM GRANT AMOUNT
CENTERS	Up to \$350,000
FAMILY CHILD CARE	Up to \$150,000

- In-depth, equity-centered technical assistance to support ECE providers with identification of facilities needs, access to funding opportunities, permitting challenges, and implementation of improvements. This will include trainings, workshops, and one-on-one support.
- Report on land use, permitting, and fire marshal regulations for FCCs and Child Care Centers in Alameda County cities and unincorporated areas.
- Community engagement to better understand ECE facilities needs across the county and inform future investments.

YEAR 2

Continue investment in child care facilities and plan for broader community investments and leveraging other public funding.

- Continuation of FCC and child care center facilities grants, with additional focus in the following areas:
 - ▶ High-quality indoor and outdoor spaces.
 - ▶ Inclusive spaces for children and families with special needs.
 - ▶ Spaces that support educator wellness.
- Continuation of in-depth, equity-centered technical assistance, including trainings, workshops and one-on-one support.
- Conduct fiscal landscape mapping to better understand the available funding sources that may contribute to or be leveraged to support facilities investments.
- Develop and leverage partnerships with public agencies, foundations, and other funders to inform investments; coordinate technical assistance; and engage in policy advocacy at the local, state, and federal levels.

YEARS 3 – 5

- Adjust ECE facilities grants based on available resources, data insights, and community engagement, including possible grants for site expansions, conversions, and development of new sites.
- Assess and build upon technical assistance resources.
- Explore innovative models such as community land trusts and other asset-building strategies for ECE; connections between housing and ECE, including for the ECE workforce; and capacity-building efforts for community development intermediaries.



STRATEGY 3B COMMUNITY SPACES

SUMMARY OF INVESTMENTS

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

First 5's Kindergarten Readiness Studies have found that children are more prepared for kindergarten when they live in neighborhoods with more community supports, including sidewalks, a park or a playground, a library, or a recreation center. Families earning at least \$50,000 per year were significantly more likely than lower income families to report the availability of these assets in their neighborhood.^{xxxix} Support for community spaces was further reinforced by the Alameda County Early Care and Education Licensed Facilities Assessment, which recommends funding for "license-exempt care facilities, including family, friend, and neighbor care program settings, Family Resource Centers, drop-in child Care, license-exempt onsite child care in shelters or homeless supportive housing, and playgroup settings."^{xl}

In the Community Listening Sessions (**Appendix C.V.**), many providers and caregivers spoke about the need for more safe, available, and accessible public spaces such as playgrounds, parks, and libraries for them to visit with the children in their care to learn and have enriching experiences. Providers noted that these opportunities could play an important role in their overall child care and early learning approach, without adding significant costs to their operating budgets. Providers and caregivers also expressed concern about the high cost of transportation to these sites.

YEAR 1

Make immediate facilities investments in child and family-serving community organizations; engage community to inform longer term investments.

- Estimated 10-20 facilities grants up to \$150K each for Family Resource Centers and shelters serving children and families, focused on addressing urgent health and safety needs (see **Appendix A** for eligibility criteria and grant requirements).

- In-depth, equity-centered technical assistance to support community spaces with identification of facilities needs, access to funding opportunities, permitting challenges, and implementation of improvements. This will include trainings, workshops, and one-on-one support.
- Community engagement to inform future place-based investments.

YEAR 2

- Adjust facilities grants for community spaces based on available resources, data insights, and community engagement, which may include expanding grant offerings to other community spaces, such as parks and playgrounds, mobile services, and libraries to improve accessibility and quality. Grant offerings may also be expanded to include expansion and new development of community spaces.
 - ▶ In Year 2, facilities grants may be paired with additional funding for programming at community spaces to support their use and sustainability of these spaces.
- Continuation of in-depth, equity-centered technical assistance, including trainings, workshops, and one-on-one support.
- Continued community engagement to inform future investments.

YEARS 3 – 5

- Continued refinement of facilities grants and programming funds for community spaces based on community engagement.
- Assess and build upon technical assistance resources.



GOAL 4 **Accountability and Measuring Impact**

- STRATEGY 4A** Measure C Evaluation
- STRATEGY 4B** Kindergarten Readiness Community Study
- STRATEGY 4C** Data and Technology to Improve Systems
- STRATEGY 4D** Measure C Audit and Compliance



BACKGROUND

Ensuring accountability on the use of Measure C funds and determining the impacts of investments made with and leveraged by the Measure are overarching priorities for First 5. Ensuring wise stewardship of taxpayers' support for these significant and critically needed investments in children, families, and providers is fundamental to the ongoing success of the Measure and its ability to improve the entire ECE system.

RESPONDING TO COMMUNITY-DEFINED PRIORITIES

(Please see **Appendix C.V.** for WestEd report and crosswalk of Goals and Strategies with community priorities from Measure C Community Listening Sessions.) In WestEd's report based on the Community Listening Sessions, recommendations were identified that are aligned with First 5's intentions related to accountability and that measure impact in our role as administrator:

- 1 EQUITY:** Continue to ensure that the 5-Year Plan adheres to the equity aim of Measure C.
- 2 COMMUNITY-INFORMED:** Continue to integrate participatory approaches into Measure C's implementation.
- 3 SYSTEM-BUILDING:** Take an ecosystemic approach to impact.
- 4 SYSTEM COORDINATION:** Continue to seek opportunities for alignment and coherence with other major policies and initiatives and for system building in partnership with local and state leaders.
- 5 PRIORITIZE:** Continue to prioritize promising, effective, and enduring solutions.

First 5 Alameda could work with local elected officials and city and county administrators to leverage local tax investments; include consideration of ECE in policies that impact families and their care providers (e.g., economic development, city planning, public transportation); share school readiness data to inform investment in social and health and human services; and elevate policy priorities to state and federal government.



STRATEGY 4A MEASURE C EVALUATION

SUMMARY OF INVESTMENTS

YEAR 1 - \$450K	YEAR 2 - \$500K <i>*planning estimates subject to change</i>	YEARS 3-5 - \$800K <i>*annual planning estimates subject to change</i>
Establish foundation for the Measure C evaluation and help clarify the activities and structure of Measure C to meet the Ordinance goals.	Implement evaluation methodologies and share initial reports to inform implementation of the 5-Year Plan.	Produce an evaluation report in Year 4 as mandated by the ordinance to support the next 5-Year Plan.

Measure C requires a Program Plan Evaluation during the implementation period of each 5-Year Plan and prior to the development of a new Plan (Section 2.08.307(D)). First 5 has retained American Institutes for Research (AIR) to consult, scope, and design a comprehensive evaluation of Measure C. AIR was selected based on the City of Oakland's competitive procurement for the Oakland Children's Initiative (OCI) evaluation. First 5 sought to align the Measure C evaluation with OCI to support coordinated assessment and evaluation of impact across the Alameda County ECE system, efficiently using public resources by selecting a single contractor to evaluate both initiatives. This evaluation will be conducted with input from the CAC and used to inform future program planning and effective administration. It will be presented publicly to the Board of Supervisors and the Alameda County Early Care & Education Planning Council, as mandated by the Measure C Ordinance.

YEAR 1

AIR will lay the foundation for the Measure C evaluation and help clarify the activities and structure of Measure C to meet the Ordinance goals

- Review data sources and conduct interviews; create a map of interest holders and the corresponding activities funded by Measure C. Develop a data consultation plan to advise on methodology for calculating demand and unmet need for services throughout the county and improving data systems.
- Document the context of the countywide ballot initiative, goals, and interest holders/beneficiaries, which will inform future evaluation plans.

YEAR 2

Implement evaluation methodologies and share documentation to inform implementation of the 5-Year Plan and provide clarity for First 5 Alameda County, the CAC, and the public on how the initiative is designed and implemented.

- Continue to establish data collection systems to support long-term evaluation.
- Establish logic model, monitoring, and impact framework with outcomes of interest and corresponding metrics.
- Establish necessary data collection to support long-term evaluation, with guidance on design and implementation of the data warehouse model to support this aim.
- Produce documentation of key indicators and performance measures, including a public-facing brief on programmatic and financial data collected, logic model, monitoring, and evaluation framework.

YEARS 3 – 5

Produce an evaluation report in Year 4 as mandated by the Ordinance to inform the next 5-Year Planning cycle, supported by the following:

- Implement process study to gauge program implementation and quality of investments.
- Administer surveys, focus groups, and other data collection methods determined by evaluation plan.
- Leverage improved data systems to analyze progress toward outcomes established in logic models.
- Conduct impact analysis using the Kindergarten Readiness Survey (Early Development Instrument) as a core measure of success.
- Produce a formative process study to examine the effectiveness of the current 5-year cycle of investments and inform the next 5-Year Plan and an EDI impact analysis.



STRATEGY 4B KINDERGARTEN READINESS COMMUNITY STUDY

In preparation for the Oakland Children's Initiative and Measure C, First 5 led a collaborative process to select a tool that will strengthen our understanding of kindergarten readiness across Alameda County. With support from 13 school districts, the California Teachers Association, and the Alameda County Office of Education, we selected the Early Development Instrument (EDI) as our countywide assessment (see **Appendix D.IV.v.**).

First 5 will use EDI data in partnership with communities to analyze and share insights to inform policy, guide investments, and help shape conditions that improve school readiness for all children. School districts will be expected to participate in the EDI as part of their participation in Measure C, with the intention of achieving universal use for all participating partners by the second 5-Year Plan.

SUMMARY OF INVESTMENTS

YEAR 1 - \$2M	YEAR 2 - \$2M <i>*planning estimates subject to change</i>	YEARS 3-5 - \$1.5M <i>*annual planning estimates subject to change</i>
Implement the Early Development Instrument (EDI).	Use data gathered from the EDI to provide an in-depth understanding of public system and community investment needs and inform future investments.	<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.

YEAR 1

Implementation of the Early Development Instrument (EDI). This includes training educators, establishing data-sharing agreements, engaging families and communities, and the following activities, in partnership with educators, community members, school districts, and administrators of the county's education system:

- Fund school districts through EDI Planning and Implementation Grants to support an EDI coordinator. The EDI coordinator will serve as the primary liaison between the school district and First 5, ensuring smooth communication, coordination, and data transfer for the successful implementation of the EDI study.
- Kindergarten teachers across participating districts will complete the EDI observation tool for each child in their classroom.
- Collect complementary data, such as neighborhood indicators, assets, and the administration of a parent survey.

YEAR 2

Highlight key trends and disparities across the county, supporting stakeholders in making informed decisions about investments, policy advocacy, and program improvements.

- Support districts that faced implementation challenges in Year 1.
- Publish accessible and actionable findings through interactive maps and tailored reports.
- Use data gathered to provide an in-depth understanding of public system and community investment needs and inform future investments.
- Engage with and support community interest holders and systems partners to review findings and co-create strategies.
- Participate in local, regional, and/or national learning communities.
- Create a community innovation fund to spark local use of the EDI data.

YEARS 3 – 5

- Implement the second countywide EDI study.
- Use findings to support system building, policy advocacy, and guide resources to support equitable outcomes for young children.
- Incorporate findings into our evaluation framework for Measure C to assess progress toward strategic goals and equitable outcomes, support continuous quality improvement, and strengthen program effectiveness.
- Design community data programs to train local leaders to take action with these data.



STRATEGY 4C DATA AND TECHNOLOGY TO IMPROVE SYSTEMS

Measure C provides for, and the success of the Measure depends on a more robust, accurate, and reliable set of data on the local ECE system. The complexity, fragmentation, and historic underinvestment in the local ECE system means that collection of uniform, accurate, and timely data across provider types is a significant system-level challenge. Section 2.08.307.C.2 of the Ordinance calls for **data collection strategies to support Plan transparency, program evaluation, design and decision-making**, as well as the following goals:

- | | |
|--|---|
| <p>1 Increasing access to quality subsidies and slots</p> | <p>3 Improving retention of early care and education staff</p> |
| <p>2 Increasing wages and compensation</p> | <p>4 Improving the professional development and advancement of early educators</p> |

To meet this mandate, it is critical to build capacity for:

- Coordinated data sharing across the network of Alternative Payment agencies and Resource and Referral agencies
- Collection of structured, consistent data to support program design, policy advocacy, longitudinal analyses, and evaluation efforts
- Development and deployment of a data warehouse infrastructure to support tracking of program utilization across investments over time

SUMMARY OF INVESTMENTS

YEAR 1 - \$1.6M	YEAR 2 - \$435K <i>*planning estimates subject to change</i>	YEARS 3-5 - \$410K <i>*annual planning estimates subject to change</i>
<ul style="list-style-type: none"> Design and implement a data warehouse and data security program. Conduct Family, Friend, and Neighbor survey. 	Develop and enhance data systems, integration, and storage.	Develop and enhance data systems, integration, and storage.

YEAR 1

Develop data infrastructure and collect data to support transparency, evaluation, design, and decision-making.

- Conduct a survey to help identify the needs, strengths, and challenges of FFN caregivers to inform policies, resources, and programs that promote safe, nurturing environments and engaging enrichment activities for young children in FFN care. The survey will build on a series of six focus groups conducted in Spring 2024 with 27 FFN caregivers in partnership with 4Cs of Alameda County, Bananas, and Hively.
- Develop Phase I of the data warehouse to increase efficiency and ease-of-use reporting, monitoring, and operational data systems. Include both First 5 internal and external data systems from ECE programs, partners, and sites. Components may include:
 - ▶ Child-level demographic and program participation data (e.g., enrollment, developmental assessments)
 - ▶ Ability to link child-level data across programs and services, by unique child identifier
 - ▶ Program site data, including data on structural, quality, and workforce demographics
 - ▶ Privacy protection and security policies
 - ▶ Interoperability capacity with other partner data systems
- Conduct a security and risk assessment of technology systems and implement a modern security operation.

YEAR 2

- Implement Phase II of the data warehouse to increase functionality and interoperability.
- Implement data integrations connected to the Coordinated Eligibility and Enrollment System (Strategy 1E).
- Design and implement a data science practice to facilitate advanced analysis of the data collected via Measure C activities, utilizing Machine Learning and modern statistical tools to analyze increasingly large, complex datasets that describe the inputs and impacts of Measure C.

YEARS 3 – 5

- Develop data integrations into local and state data systems.
- Invest annually in a data science program to conduct more sophisticated analyses and build automated analyses processes and leveraging AI when appropriate.



STRATEGY 4D MEASURE C AUDIT AND COMPLIANCE

Measure C (section 2.08.301E) requires that the Board of Supervisors “shall cause to have conducted an independent financial audit on an annual basis,” and for the findings to be shared with the CAC, the Board of Supervisors, and made available to the public. First 5 also has an annual independent audit, and since our inception in 1998, has a record of clean audits, with no findings. The 5-Year Plan includes investment in the administrative costs required to complete the audits.

In addition, First 5 is investing in ongoing compliance monitoring activities and legal services for Measure C.

SUMMARY OF INVESTMENTS

YEAR 1 - \$600K	YEAR 2 - \$600K <i>*planning estimates subject to change</i>	YEARS 3-5 - \$600K <i>*annual planning estimates subject to change</i>
<ul style="list-style-type: none"> • Establish infrastructure. • Conduct annual independent financial audit. • Ongoing compliance monitoring and legal services. 	<ul style="list-style-type: none"> • Conduct annual independent financial audit. • Ongoing compliance monitoring and legal services. 	<ul style="list-style-type: none"> • Conduct annual independent financial audit. • Ongoing compliance monitoring and legal services.

YEAR 1

- Establish infrastructure for compliance tracking and monitoring.
- Conduct annual independent financial audit.
- Communicate findings.
- Ongoing compliance monitoring and legal services.

YEAR 2

- Conduct annual independent financial audit and communicate findings.
- Ongoing compliance monitoring and legal services.

YEARS 3 – 5

- Conduct annual independent financial audit and communicate findings.
- Ongoing compliance monitoring and legal services.



GOAL 5

Effective Administration And System Improvement

STRATEGY 5A Community Advisory Council and Community Participation

STRATEGY 5B Measure C Early Educator Orientation Sessions

STRATEGY 5C Communications

STRATEGY 5D Administration



BACKGROUND

First 5 Alameda County is honored to be the Administering Agency for the Child Care, Preschool, and Early Education Account. As required by the ordinance, the Administering Agency fulfills a number of critical roles in ensuring timely, efficient, and effective administration of the Measure, including serving as the primary point of contact and accountability for the public, named oversight agencies, the CAC, affected parents, and participating providers.

The strategies under this goal will help to ensure the Measure is implemented with integrity and in compliance with the Ordinance and coordinate and leverage other local (e.g., the Oakland Children’s Initiative (OCI)), state, and federal funding in a way that improves and enhances the ECE system in Alameda County and serves as a model for other systems in California and nationwide.

RESPONDING TO COMMUNITY-DEFINED PRIORITIES

(Please see **Appendix C.V.** for WestEd report and crosswalk of Goals and Strategies with community priorities from Measure C Listening Sessions.) In WestEd’s report based on the Community Listening Sessions, recommendations were identified that are aligned with First 5’s vision of our role as administrator to improve the broad ECE system:

- 1 EQUITY:** Continue to ensure that the 5-Year Plan adheres to the equity aim of Measure C.
- 2 COMMUNITY-INFORMED:** Continue to integrate participatory approaches into Measure C’s implementation.
- 3 SYSTEM-BUILDING:** Take an ecosystemic approach to impact.
- 4 SYSTEM COORDINATION:** Continue to seek opportunities for alignment and coherence with other major policies and initiatives and for system building in partnership with local and state leaders.
- 5 PRIORITIZE:** Continue to prioritize promising, effective, and enduring solutions.

Though Measure C’s funding is significant—even transformational—it is insufficient to meet all of the ECE needs in Alameda County. Thus, the 5-Year Plan should prioritize high-leverage opportunities to improve the system in long-term ways rather than investing in opportunities that are short-term or do not result in lasting systems improvement.



STRATEGY 5A COMMUNITY ADVISORY COUNCIL (CAC) AND COMMUNITY PARTICIPATION

First 5 is committed to participatory public engagement process in Measure C. This includes intentional community and provider engagement by hosting multilingual information gathering opportunities in different geographic areas of the county, and targeted outreach to ensure that Measure C investments are designed using input from the community and the field. First 5 supports the full participation of CAC members, and adherence with the Brown Act and Government Code Section 1090. This strategy promotes the public's ability to access and participate in meetings, including providing food, travel reimbursement, child care stipends, space rental/janitorial services, meeting supplies/equipment, printing, participatory facilitation, applicable summary reports, legal advisement and facilitation, and interpretation and translation.

SUMMARY OF INVESTMENTS

YEAR 1 - \$300K	YEAR 2 - \$200K <i>*planning estimates subject to change</i>	YEARS 3-5 - \$400K <i>*annual planning estimates subject to change</i>
Support CAC meeting costs and community engagement.	Continued CAC public process to inform evolution of implementation.	Additional resources allocated in Years 4 and 5 to support listening sessions and planning for the next 5-Year Plan.

YEAR 1

Support CAC meeting costs and community engagement.

- Design CAC meetings to inform implementation of the plan as data insights and lessons emerge.
- Include participatory processes and community engagement opportunities countywide, such as the Community Listening Sessions.
- Continue to provide meeting supports such as child care, translation, interpretation, and food to promote access for all families and providers.

YEAR 2

- Continued CAC public process to inform evolution of implementation.

YEARS 3 – 5

- Additional resources are allocated in Years 4 and 5 to support listening sessions and community engagement to inform planning for the next 5-Year Plan.



STRATEGY 5B MEASURE C EARLY EDUCATOR ORIENTATION SESSIONS

First 5 is committed to meeting the legal requirements mandated in Measure C (section 2.08.307.B of ordinance in **Appendix C.I.**) for orientation sessions “to ensure that participating child care and early education program staff understand the new programs, are informed of their rights, and best serve the interests of Alameda County families and children.” These sessions will be designed in partnership with labor to be accessible and informative for program staff.

All entities that receive Measure C funding will be required to have their program staff attend an informational orientation session. Staff required to attend include, but are not limited to, Family Child Care providers, their assistants, Family, Friend, and Neighbor caregivers, and center-based early education staff. Regular, in-person orientation sessions shall be conducted on at least a bi-annual basis.

SUMMARY OF INVESTMENTS

YEAR 1 - \$250K	YEAR 2 - \$250K <i>*planning estimates subject to change</i>	YEARS 3-5 - \$100K <i>*annual planning estimates subject to change</i>
Host Measure C Orientation Sessions for all participating providers.	Host Measure C Orientation Sessions for all participating providers.	Host Measure C Orientation Sessions for all participating providers.

YEAR 1

For Fiscal Year 2025-26, all program staff of Family Child Care programs (FCCs), Child Care Centers, and Family, Friend, and Neighbor (FFN) caregivers that receive Measure C funding will be required to attend in-person orientation sessions, specifically:

- FCC owners/providers and assistants
- Center teachers, lead teachers, associate teachers, and assistant teachers
- FFN caregivers

YEAR 2

- Continue to meet ordinance mandates related to orientation.

YEARS 3 – 5

- Continue to meet ordinance mandates related to orientation.



STRATEGY 5C COMMUNICATIONS

These investments will support strategic communication and broader awareness and participation in Measure C programs and resources. The intention is to 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. This includes using 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. The intention is to partner and co-design processes as is administratively feasible recognizing the ethnic and geographic diversity of providers and families.

SUMMARY OF INVESTMENTS

YEAR 1 - \$475K	YEAR 2 - \$300K <i>*planning estimates subject to change</i>	YEARS 3-5 - \$300K <i>*annual planning estimates subject to change</i>
Launch communications strategies to develop Measure C branding, build awareness, and generate participation.	Continue communications strategies to build awareness of Measure C branding and generate participation from providers and families.	Continue communications strategies to build awareness of Measure C branding and generate participation from providers and families.

YEAR 1

Launch Measure C communications strategies to build awareness and generate participation.

- Public awareness campaign to raise ECE provider, family, and community awareness of Measure C and the opportunities it will provide.
- Strategic communications consulting to develop a Measure C communications plan and support implementation.
- Other communications support, including translation and interpretation and graphic design and social, print, and multi-media outlets.

YEAR 2

- Continue building Measure C awareness, supporting program implementation, and language accessibility.
- Introduce impact storytelling to support qualitative evaluation, program monitoring, policy advocacy, and program planning.

YEARS 3 – 5

- Implement and adapt communication strategies to support adoption and success of initiatives, e.g., to support participation in workforce development programs, communications with families about participation in kindergarten readiness assessment, and spreading awareness about new subsidy and enrollment tools and platforms.
- Continue impact story gathering and amplification to support broader Measure C goals.



STRATEGY 5D ADMINISTRATION

As Administrator of Measure C, First 5 must maintain sufficient staff capacity to implement, monitor, and support the Measure's investments. This includes providing technical assistance, programming across agencies and communities, and fiscal policy through the leveraging and coordination of local, state, and federal funding streams. These funds will enable effective planning, implementation, administration, engagement, and measurement to ensure Measure C's success. First 5 will:

- Design programs and investments, through participatory processes as administratively feasible, to remove barriers for families, providers, and partners to maximize participation and scale.
- Design a mandated orientation program, with input from partners, to be attended by all educators employed by participating providers.
- Develop Requests for Proposals, lead procurement processes and awards, and develop scopes of work with performance metrics.
- Establish and operationalize a compliance plan that ensures compliance with the objectives of the Ordinance and ensures successful audits.
- Create linkages across systems and initiatives, such as First 5's Neighborhoods Ready for School, the Oakland Children's Initiative (OCI), Oakland Starting Smart and Strong, Oakland Fund for Children and Youth (OFCY), Hayward Promise Neighborhood, Rise East, My Eden Voice, and Tri-Valley, to improve results for children and families.
- Create financial architecture to maximize and coordinate local funding streams such as OCI and OFCY and leverage state and federal funding, such as CalWORKs, Medi-Cal, California State Preschool Program, Community Development Block Grant, and Head Start.
- Use administrative infrastructure to create efficiencies and coordinate resources with other public agencies (e.g., Alameda County Social Services Agency, Health Care Services Agency, Alameda County Office of Education), such as via procurement, streamlined metrics, and simplified reporting.
- Use Measure C as a model, including documenting lessons learned, to inform other local, state, and federal policy related to early care and education and seek out and leverage lessons learned for efforts occurring in other municipalities in the country.
- 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.
- Use a surgical approach to ensure investments, infrastructure, design, implementation, and measurement of each Measure C investment center equity, excellence, and compliance.
- Develop and monitor budgets, ensure accurate financial accounting and reporting, oversee annual audits, ensure compliance with internal controls, develop a financial model forecasting revenue and expenses.

Direct personnel costs are reflected in the in the 5-Year Budget across all goals for staff involved in supporting the effective planning, program design and implementation, facilitation, communication, outreach, engagement, project management, and evaluation of Measure C investments. **No members of First 5’s Executive Leadership team—other than the Chief of Programs—are directly charged to the Children’s Health and Child Care for Alameda County Fund.**

A 10% administrative fee for Year 1 is based on the FY 2025-26 Annual Expenditure Plan and will cover First 5’s indirect costs and support building a robust and coordinated early childhood system that meets the needs of local children and families. This funding leverages \$63 million in Prop. 10, OCI, and other federal and state philanthropic sources. By having First 5 administer, it also places the administration with the only agency in Alameda County focused on children birth to age 5 and the policies and systems that support their families and communities.

SUMMARY OF INVESTMENTS

YEAR 1 - \$17M	YEAR 2 - \$17M <i>*planning estimates subject to change</i>	YEARS 3-5 - \$17M <i>*annual planning estimates subject to change</i>
10% administrative fee based on Annual Expenditure Plan to cover First 5’s indirect costs and support systems building. Direct personnel costs are included across goals.	Administrative fee based on Annual Expenditure Plan to cover indirect costs, including general operating expenses, finance and administrative staffing, and support for early childhood systems-building efforts.	Administrative fee based on Annual Expenditure Plan to cover indirect costs, including general operating expenses, finance and administrative staffing, and support for early childhood systems-building efforts.

YEAR 1

- Staffing and infrastructure to support effective administration of Measure C investments.
- Administrative fee to cover First 5’s indirect costs, including general operating expenses, contracts, compliance, finance and administrative staffing, and support for early childhood systems-building efforts.
- Repayment of Proposition 10 for funds advanced to ready for Measure C implementation (see **Appendix B.III.**)

YEAR 2

- Continue to support effective administration of Measure C investments.
- Administrative fee to cover First 5's indirect costs, including general operating expenses, finance and administrative staffing, and support for early childhood systems-building efforts.

YEARS 3 – 5

- Continue to support effective administration of Measure C investments.
- Administrative fee to cover First 5's indirect costs, including general operating expenses, finance and administrative staffing, and support for early childhood systems-building efforts.

LEVERAGING FUNDING AND SYSTEMS BUILDING

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. In FY 2025-26, First 5 is coordinating approximately \$45 million in OCI revenue and over \$18 million in other revenue that, alongside Measure C, supports the local early childhood system. To support investments in the Measure C 5-Year Plan, First 5 will continue to leverage and coordinate investments across Prop 10, local, state, and federal revenues, and philanthropic funding to further enhance the Plan's reach and impact through coordinated, multi-source funding.

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 care and 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 system.

Honoring Supervisor and First 5 Commissioner Wilma Chan



As we embark on the next steps of fulfilling the promise of Measure C and honoring the leadership of all those who worked to get the measure on the ballot and approved by the voters of Alameda County, we ask you to take a moment to lift up the memory of County Supervisor Wilma Chan and her tireless work for this cause. She understood the role of public policy and public investment in disrupting unacceptable disparate life outcomes. Her commitment to community partnership, coalition building and collective impact provides the values and the road map for Measure C implementation.

As the Honorable Supervisor Chan noted on January 17, 2018 at an All In Committee hearing:

"This isn't just about child care. This is about equality, about diversity, about a decent wage so that people can stay here – not just the child care workers but the moms and dads who need the child care in order to stay here. It's about the success of the children. It's really about where we are in Oakland, it's about where we are in Alameda County today. It's so important."

-The Late Honorable Supervisor and First 5 Commissioner, Wilma Chan

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A. ALLOCATION METHODS & ELIGIBILITY CRITERIA BY STRATEGY

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. Participating providers will be asked to provide programmatic and financial data, use technology, and participate in mandated orientations. Additionally, school districts will be asked to participate in the EDI.

YEAR	ELIGIBLE CRITERIA	ALLOCATION METHOD
1A. MEASURE C FAMILY, FRIEND, AND NEIGHBOR SUBSIDIZED CHILD CARE VOUCHERS		
YEAR 1	Family eligibility for vouchers for children birth to age 5 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 age 5 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 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 setting a minimum number of slots per Supervisorial District to ensure that no District gets less than designated minimum.</p>
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 	Due to the limited funding available, grantees will be prioritized based on factors including numbers served, impact on families and children and geographic spread across the county and administrative capacity.

YEAR	ELIGIBLE CRITERIA	ALLOCATION METHOD
1D. CONNECTING FAMILIES & CAREGIVERS TO RESOURCES (CONT.)		
YEAR 1	<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 numbers served, 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 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"> Sites operating in a Census tract with 5% or higher poverty levels. For multi-site agencies, only sites in the tracts qualify 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, 2025 Single-site center 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, 2025 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 	Budgeted at a level to provide funding for all eligible Child Care Centers and Family Child Care providers.

YEAR	ELIGIBLE CRITERIA	ALLOCATION METHOD
2A. EMERGENCY GRANTS (CONT.)		
YEAR 1	<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) • Agree to meet or exceed California state or applicable local city minimum wage requirements for early educators. • 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. 	Budgeted at a level to provide funding for all eligible Child Care Centers and Family Child Care providers.
YEAR 2	Not applicable – Emergency Grants are a Year 1 investment	Not applicable
2B. MINIMUM WAGE FLOOR AND OPERATING GRANTS		
YEAR 1	Not applicable – minimum wage floor 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 an Alameda County ECE 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 an Alameda County ECE subsidy program at any time since July 2022. All sites that serve children birth to age 5 would be eligible. <p>Note: 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. 	Budgeted at a level to provide wage enhancements and operating grants to all eligible providers, enabling them to meet the minimum wage requirements per the ordinance.

YEAR	ELIGIBLE CRITERIA	ALLOCATION METHOD
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	<p>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.</p> <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 1 investment</p>	Budgeted for all eligible FFN to receive the voucher enhancement.
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.

YEAR	ELIGIBLE CRITERIA	ALLOCATION METHOD
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> <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>	<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.</p>
YEAR 2	<p>Eligibility criteria will be assessed and adjusted based on available resources, data insights, and community engagement.</p>	<p>Prioritization criteria will be assessed and adjusted based on available resources, data insights, and community engagement</p>

B. BUDGET AND ADMINISTRATION

I. FY 2025-26 ANNUAL EXPENDITURE PLAN

	GOAL 1 Increasing Access to Quality Child Care Services	GOAL 2 Recruiting, Retaining, and Supporting Early Educators	GOAL 3 Enhancing Child-Serving Spaces	GOAL 4 Accountability and Measuring Impact	GOAL 5 Effective Administration and System Improvements	TOTAL	%
Direct Personnel	\$4,438,029	\$3,639,737	\$770,612	\$1,704,964	\$762,003	\$11,315,345	6%
Program Contracts and Grants	\$25,429,000	\$109,520,000	\$20,250,000	\$4,293,000	\$498,200	\$159,990,200	84%
Program Operating Costs	\$121,000	\$150,000	\$ -	\$351,000	\$529,850	\$1,151,850	1%
Administrative Fee					\$17,245,739	\$17,245,739	9%
TOTAL EXPENSE	\$29,988,029	\$113,309,737	\$21,020,612	\$6,348,964	\$19,035,792	\$189,703,134	100%
					Proposition 10 Repayment	\$19,857,450	
					TOTAL APPROPRIATION	\$209,560,584	

II. 5-YEAR BUDGET

The 5-Year Budget includes amounts for Year 1 aligned with the FY 2025-26 Annual Expenditure Plan. Years 2 – 5 are planning estimates that are subject to change. Given the economic uncertainty and fragmented and incomplete local data, the Plan maintains level funding across strategies for Years 3- 5.

The budget estimates were developed in consultation with the Community Advisory Council and may be adjusted based on uptake, available resources, data insights, and community engagement. On an annual basis, the First 5 Commission will approve an Annual Expenditure Plan and the Board of Supervisors will appropriate funding. Within budget years, First 5 may shift funding between goals and strategies.

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	5-YEAR TOTAL
Goal 1: Increasing Access to Child Care Services	\$29,988,029	\$64,806,169	\$64,943,304	\$64,584,553	\$64,730,040	\$289,052,095
1A. Measure C FFN Subsidized Child Care Vouchers	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$75,000,000
1B. Measure C Subsidized Slots at Centers and FCCs	\$550,000	\$35,250,000	\$35,250,000	\$35,250,000	\$35,250,000	\$141,550,000
1C. Inclusion Supports for All Children	\$1,150,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$9,150,000
1D. Connecting Families & Caregivers to Resources	\$6,500,000	\$6,500,000	\$6,500,000	\$6,500,000	\$6,500,000	\$32,500,000
1E. Use of Technology to Support Access	\$2,000,000	\$1,135,000	\$1,135,000	\$635,000	\$635,000	\$5,540,000
1F. Parent and Caregiver Training and Engagement	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Direct Personnel	\$4,438,029	\$4,571,169	\$4,708,304	\$4,849,553	\$4,995,040	\$23,562,095
Goal 2: Recruiting, Retaining and Supporting Early Educators	\$113,309,737	\$86,023,929	\$86,061,397	\$86,177,239	\$86,296,556	\$457,868,858
2A. Emergency Grants	\$81,660,000	Emergency Grants are one-time; ongoing provider emergency funding in 2C				\$81,660,000
2B. Minimum Wage Floor and Operating Grants	\$1,025,000	\$50,550,000	\$50,475,000	\$50,475,000	\$50,475,000	\$203,000,000
2C. Provider Emergency Revolving Fund	\$10,000,000	Annual contribution adjusted as needed based on Fund utilization				\$10,000,000
2D. Workforce and Professional Development	\$3,300,000	\$6,500,000	\$6,500,000	\$6,500,000	\$6,500,000	\$29,300,000
2E. FFN Caregiver Supports	\$13,685,000	\$25,225,000	\$25,225,000	\$25,225,000	\$25,225,000	\$114,585,000
Direct Personnel	\$3,639,737	\$3,748,929	\$3,861,397	\$3,977,239	\$4,096,556	\$19,323,858

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	5-YEAR TOTAL
Goal 3: Enhancing Child-Serving Spaces	\$21,020,612	\$10,793,730	\$10,817,542	\$10,842,069	\$10,867,331	\$64,341,284
3A. ECE Facilities	\$17,250,000	\$7,000,00	\$7,000,000	\$7,000,000	\$7,000,000	\$45,250,000
3B. Community Spaces	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,000,000
Direct Personnel	\$770,612	\$793,730	\$817,542	\$842,069	\$867,331	\$4,091,284
Goal 4: Accountability and Measuring Impact	\$6,348,964	\$5,198,613	\$4,868,796	\$5,903,060	\$4,828,952	\$27,148,385
4A. Measure C Evaluation	\$450,000	\$500,000	\$800,000	\$800,000	\$800,000	\$3,350,000
4B. Kindergarten Readiness Community Study	\$1,994,000	\$1,907,500	\$1,250,000	\$2,230,000	\$1,100,000	\$8,481,500
4C. Data & Technology to Improve Systems	\$1,600,000	\$435,000	\$410,000	\$410,000	\$410,000	\$3,265,000
4D. Measure C Audit & Compliance	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
Direct Personnel	\$1,704,964	\$1,756,113	\$1,808,796	\$1,863,060	\$1,918,952	\$9,051,885
Goal 5: Effective Administration and System Improvements	\$19,035,792	\$18,372,848	\$18,220,609	\$18,613,774	\$18,562,848	\$92,805,871
5A. CAC and Community Participation	\$303,050	\$202,050	\$202,050	\$461,050	\$461,050	\$1,629,250
5B. Measure C Early Educator Orientation Sessions	\$250,000	\$250,000	\$100,000	\$100,000	\$100,000	\$800,000
5C. Communications	\$475,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,675,000
5D. Administration	\$17,245,739	\$16,835,935	\$16,810,150	\$16,920,063	\$16,844,157	\$84,656,044
Direct Personnel	\$762,003	\$784,863	\$808,409	\$832,661	\$857,641	\$4,045,577
TOTAL	\$189,703,134	\$185,195,289	\$184,911,648	\$186,120,695	\$185,285,727	\$931,216,493
Proposition 10 Repayment	\$19,857,450					
GRAND TOTAL	\$209,560,584	\$185,195,289	\$184,911,648	\$186,120,695	\$185,285,727	\$951,073,943

III. PROPOSITION 10 REPAYMENT

To prepare for future Measure C investments, First 5 advanced funds from Proposition 10 to ready the agency for implementation. Repayment amounts for personnel and professional services to support planning, community engagement, and building organizational infrastructure for Fiscal Years 2021-22, 2022-23, and 2023-24 were included in the approved Emergency Stabilization Fund (see **Appendix D.IV.iv.**). In Fiscal Year 2024-25, First 5 scaled operations to implement Measure C, prepare for the release of community investments outlined in the Emergency Stabilization Proposal, and develop the 5-Year Plan.

Examples of the specific activities First 5 staff have undertaken include:

COLLABORATION & PLANNING

- **COMMUNITY ADVISORY COUNCIL (CAC):** Staffed the Community Advisory Council and launched Measure C planning through a participatory process, including six Community Listening Sessions across the County to engage families, providers, and partners.
- **COMMUNITY ENGAGEMENT**
 - ▶ Held engagement meetings with key stakeholders, including the Valley Family Child Care Association (VFCCA), Oakland Starting Smart and Strong (OSSS), AP and R&R agencies, school districts, and Head Start.
 - ▶ Delivered a total of 41 community presentations to almost 1,000 participants to introduce and explain Measure C to a variety of audiences
 - ▶ Launched a provider outreach call campaign that reached over 812 FCCs and Centers to gather information about provider needs and share updates about Measure C planning.

PROGRAM DESIGN & READYING

- **EMERGENCY GRANTS:** Designed ECE Emergency Grants (Strategy 2A) to launch as soon as the 5-Year Plan is approved by the BOS. Including the design of the technology portal, contract and compliance and data collection practices, outreach to partners for beta testing and piloting.
- **WORKFORCE DEVELOPMENT**
 - ▶ Expanded and evaluated the Early Education Apprentice Program—an “earn and learn” model providing tuition support, training, and stipends for early educators.
 - ▶ Launched the SEQUAL study to evaluate provider working conditions and family needs
- **FACILITIES**
 - ▶ Completed a countywide Facilities Needs Assessment to identify infrastructure needs for high-quality child care countywide, and one for urban unincorporated areas in collaboration with the County Community Development Agency.

- ▶ Secured the Low-Income Investment Fund (LIIF) as the contractor for the Early Childhood Facilities Fund and Technical Assistance Program, supporting capital distribution, technical assistance, and policy recommendations.
- Toured churches with IMPACT Oakland, and First 5 completed a needs assessment to understand opportunities to convert those sites into child care facilities.

DATA, EVALUATION & TECHNOLOGY

- **KINDERGARTEN READINESS:** Adopted the Early Development Instrument (EDI) as the new Kindergarten Readiness assessment tool through a collaborative decision-making process with school districts, co-hosted by the Alameda County Office of Education.
- **DATA COLLECTION:**
 - ▶ Conducted a series of six focus groups in Spring 2024 with 27 FFN caregivers in partnership with 4Cs of Alameda County, BANANAS, and Hively to better understand their needs, strengths and challenges.
 - ▶ Conducted a formal survey process informed by community partners and delivered by Applied Survey Research (ASR) that collected responses from more than 600 parents and nearly 400 providers throughout the county, results of which were presented to the CAC.
- **DATA AND TECHNOLOGY SYSTEMS**
 - ▶ Secured technology liaison consultants to support the building of a data warehouse, and the Coordinated Eligibility and Enrollment system.
 - ▶ Hosted a series of nine monthly workshops with a “Design Team” of 12 parents/primary caregivers of young children and 10 system partners to inform goals, features, and design of the Coordinated Eligibility and Enrollment System.
 - ▶ **EVALUATION:** Established a contract with AIR for the Measure C evaluation. AIR is the same evaluator selected through a competitive process for the Oakland Children’s Initiative.

OPERATIONS, INFRASTRUCTURE & TECHNOLOGY

- Restructured the agency and hired staff across programs, finance, compliance, tech, communications, and policy to support Measure C administration.
- Reviewed and revised governance, financial, and compliance policies.
- Conducted cost modeling and data analysis with national experts to inform Measure C investments.
- Accessed legal services to ensure program implementation aligns with Measure C and legal requirements.

- Conducted an RFP and secured a new auditing firm Eide Bailly.
- Secured VIVA Consulting to conduct a review of governing policies and procedures documents to ensure compliance with the increased complexity, growth in revenues, and administration of Measure C.
- Contracted with expert consultants on early childhood systems, cost modeling, strategic planning facilitation, strategic communication, agency growth and infrastructure development, including:
 - ▶ **Band Together Communications:** Strategic communications, design and branding.
 - ▶ **Catbird Strategies:** Research and writing of the 5-Year Plan.
 - ▶ **Child Trends:** Advised on cross-system early childhood data integration and data warehouse development.
 - ▶ **Exygy:** to co-build and beta test the Emergency Grant application portal.
 - ▶ **Hickman Strategies:** First 5 Strategic Plan FY22-27, organizational change.
 - ▶ **Orchestra:** Support with organizational growth and change, strategic communication.
 - ▶ **Prenatal to Five Fiscal Strategies:** Governance and financial modeling.
 - ▶ **School Readiness Consulting:** Community engagement and planning for the Centralized Eligibility and Enrollment System.
 - ▶ **Sloan Sakai and Wong:** Facilitation of the CAC and advisement on compliance with the Brown Act.
 - ▶ **SRI:** Technology liaison for eligibility and enrollment system development.
 - ▶ **VIVA Consulting:** Review of governance policies and procedures.
 - ▶ **Wellbrook Partners:** Implementation readiness for ECE Emergency Grants.
 - ▶ **WestEd:** Led Listening Sessions and synthesized findings for the 5-Year Plan.

First 5 advanced the following amounts by fiscal year:

- FY 21-22: **\$1.1 million**
- FY 22-23: **\$2.3 million**
- FY 23-24: **\$4.4 million**
- FY 24-25: **\$12.1 million***

**The amount for Fiscal Year 2024-25 is a projection of anticipated expenditures aligned with the Emergency Stabilization Fund. Repayment to the First 5 Proposition 10 Sustainability Fund will be based on actual expenditures reconciled at year-end close. Total repayment amount will not exceed \$19.9 million.*

PROPOSITION 10 REPAYMENT BY FISCAL YEAR

	FY21-22	FY22-23	FY23-24	FY24-25	TOTAL	NOTES	EXAMPLES
PERSONNEL	\$528,783	\$1,683,266	\$3,047,515	\$8,548,951	\$13,808,515	Salary and benefit expenses to ready to administer Measure C. In FY 24-25, staffing the CAC and community process to design the 5-Year Plan and prepare for implementation.	<ul style="list-style-type: none"> • Chief of Programs • Director of Early Care and Education • Eligibility and Enrollment Coordinator • Data Analyst • Compliance Officer • Finance Analyst
CONTRACTS AND PROGRAM COSTS	\$492,196	\$372,147	\$945,500	\$2,730,042	\$4,539,884	Contracts to prepare for Measure C including consultants to support First 5 with outside expertise. In FY 24-25, planning for Emergency Grants, Facilities Grants, EDI, and Coordinated Eligibility and Enrollment System	<ul style="list-style-type: none"> • Legal Counsel • Governance Review • Community Engagement • Cost modeling, fiscal mapping, and data analysis • Implementation design • Technology Liaison Consultants
OPERATIONS	\$62,653	\$195,828	\$414,478	\$836,092	\$1,509,051	Share of First 5 operations costs	<ul style="list-style-type: none"> • Office space, Equipment, Utilities, and Maintenance • Supplies • Communications • Insurance
GRAND TOTAL	\$1,083,632	\$2,251,241	\$4,407,493	\$12,115,084	\$19,857,450		

IV. ALLOCATION PLANNING

As part of the 5-Year Plan process, First 5 developed an interactive tool to better illustrate trade-offs across investments. Excluding ~\$50 million for annual investments in workforce and professional development, connecting families to resources, technology solutions, facilities grants, measuring impact, staffing, and administration, the CAC voted on how to allocate the remaining ~\$130 million. The CAC advised First 5 to seek a balance of investments across the budget areas of 40% to subsidized child care, 40% to provider wages, and 20% to Family, Friend, and Neighbor caregivers. On May 21st, 2025, First 5 reported back to the CAC on the mapping of investments in the 5-Year Plan to that guidance, with the following annual budget amounts:

40% GOAL 1: Increasing Access to Child Care Services

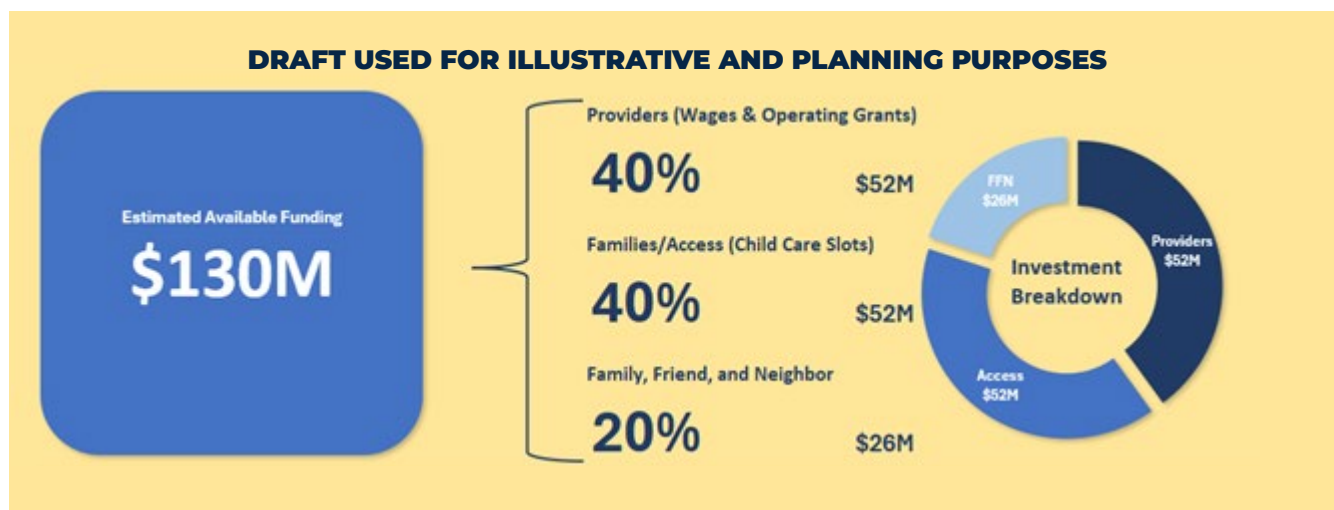
- Strategy 1A. ~1,000 vouchers for families utilizing FFN care - \$15M
- Strategy 1B. ~2,400 Subsidized Child Care slots at Centers and FCCs - \$35M

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

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

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

- Strategy 2E. FFN Caregiver Supports - \$25M



C. MEASURE C 5-YEAR PLAN PROCESS AND COMPLIANCE

I. LEGISLATION

For the full Measure C Children’s Health and Child Care Initiative for Alameda County Ordinance, go to [acgov.org: ROV_288363.pdf](https://acgov.org/ROV_288363.pdf)

II. 5-YEAR PLAN REQUIREMENT AND COMPLIANCE

Measure C requires the development and approval of a Five-Year Plan. In the ordinance, several key items are listed as **required elements of the 5-Year Plan**, specifically:

- A. Increasing access to child care, preschool and early care services by **increasing the number of subsidized and enhanced spaces/slots** to serve children.
- B. Ensuring that rates **align with the costs of providing high quality child care services** and **provide for improved wages** for child care providers and early educators.
- C. Including provisions **supporting professional development** and setting forth **best practices** and **improved outcomes** for children and families.

Additionally, the plan may include programs that **address early care and education workforce wages**, including but not limited to:

- 1 Maintaining and enhancing the **quality** of participating early care and education settings.
- 2 Mitigating **wage compression**.
- 3 Moving toward the goal of **parity** with public K-12 educators with similar experience and responsibilities.
- 4 Developing a **comprehensive training and professional development** system, including support for education advancement and degree attainment.
- 5 Improving **compensation and quality supports** for participating family, friend and neighbor providers.
- 6 Providing **other work supports and benefits**.

The plan may also include programs to **improve the efficiency and accessibility** of early care and education services and to **streamline the administration** of the program for parents and providers, including but not limited to:

- 1** Technology and data systems to **promote and monitor the effectiveness** of the initiative, **integrate information** on subsidies, quality, and the early care and education workforce, including the development of a **centralized eligibility list**.
- 2** Retaining, improving and expanding **early care and education facilities**.
- 3** Early education **system enhancements** and comprehensive systems building.
- 4** **Community education** and rights.
- 5** Developing **parent leadership** and parent **engagement and networking**.

The 5-Year Plan must be approved by the First 5 Alameda County Commission and, following that, the County Board of Supervisors. First 5 also must develop an Annual Expenditure Plan to effectuate the 5-Year Plan, subject to approval by the First 5 Commission.

The ordinance authorizes First 5 to reduce the level of service provided for in the 5-Year Plan or Annual Expenditure Plan to respond to reduced revenues for services generated from the tax (2.08.305C)

GOAL 1: Increasing Access to Child Care Services –\$289M (31%) (2.08.303.A.1)						
STRATEGY	YEAR 1 Investments & Impact		YEAR 2 Investments & Impact <small>*funding estimates subject to change</small>		YEARS 3-5 Investments & Impact <small>*annual planning estimates subject to change</small>	
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	Explore phasing 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 ~\$289M (31%) (2.08.303.A.1)						
STRATEGY	YEAR 1 Investments & Impact		YEAR 2 Investments & Impact <small>Planning estimate subject to change</small>		YEARS 3-5 Investments & Impact <small>Annual planning estimates subject to change</small>	
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 	\$800K	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 ongoing 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 ~\$458M (49%) (2.08.303.A.2 and 2.08.306 C and D)						
STRATEGY	YEAR 1 Investments & Impact		YEAR 2 Investments & Impact <small>Planning estimate subject to change</small>		YEARS 3-5 Investments & Impact <small>Planning estimate subject to change</small>	
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 –\$458M (49%) (2.08.303.A.2, and 2.08.306.C and D)						
STRATEGY	YEAR 1 Investments & Impact		YEAR 2 Investments & Impact <small>*Spending estimates subject to change</small>		YEARS 3-5 Investments & Impact <small>*Spending estimates subject to change</small>	
Strategy 2B. Minimum Wage Floor 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 –\$458M (49%)						
STRATEGY	YEAR 1 Investments & Impact		YEAR 2 Investments & Impact <small>(Planning estimates subject to change)</small>		YEARS 3-5 Investments & Impact <small>(Planning estimates subject to change)</small>	
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 –\$64M (7%) (2.06.306.D)						
STRATEGY	YEAR 1 Investments & Impact		YEAR 2 Investments & Impact <small>(Planning estimates subject to change)</small>		YEARS 3-5 Investments & Impact <small>(Planning estimates subject to change)</small>	
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 - \$64M (7%) (2.06.306.D)						
STRATEGY	YEAR 1 Investments & Impact		YEAR 2 Investments & Impact <small>*Funding estimates subject to change</small>		YEARS 3-5 Investments & Impact <small>*Annual planning estimates subject to change</small>	
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	Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement

GOAL 4: Accountability and Measuring Impact –\$27M (3%) (2.08.307.C.2 and 2.08.307.D)						
STRATEGY	YEAR 1 Investments & Impact		YEAR 2 Investments & Impact <small>*funding estimates subject to change</small>		YEARS 3-5 Investments & Impact <small>*annual planning estimates subject to change</small>	
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 5-Year Plan	\$800K	Produce an evaluation report in Year 4 as mandated by the ordinance to support the next 5-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 	\$435K	Develop and enhance data systems, integration and storage	\$410K	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 –\$93M (10%) (2.08.303.A.3. and 2.08.307.B)						
STRATEGY	YEAR 1 Investments & Impact		YEAR 2 Investments & Impact <small>(Planning estimates subject to change)</small>		YEARS 3-5 Investments & Impact <small>(Annual planning estimates subject to change)</small>	
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 Expenditure Plan to cover First 5 indirect costs and support systems building. Direct personnel costs are included across Goals.	\$17M	Administrative fee based on Annual Expenditure Plan to cover indirect costs, including general operating expenses, finance and administrative staffing, and support for early childhood systems-building efforts	\$17M	Administrative fee based on Annual Expenditure Plan to cover indirect costs, including general operating expenses, finance and administrative staffing, and support for early childhood systems-building efforts

III. CAC OVERVIEW

i. BACKGROUND

“The Council shall promote and facilitate transparency in the administration of the Child Care, Preschool, and Early Education account, including opportunities for public testimony and a community engagement process with parent, provider, and early educator organizations and other stakeholders to receive input and support robust involvement on program development and implementation.” [Measure C, Section 2.08.304(F)]

Consistent with the Measure, First 5 Alameda County successfully solicited nominations for the CAC from the Alameda County Board of Supervisors and the Alameda County Local Planning Council, and officially seated the Council on August 24, 2024. Members are listed below, including date of appointment and term. Initial terms were selected by random assignment at the initial meeting.

ii. COMMUNITY ADVISORY COMMITTEE MEMBERS (current as of 5/20/2025)

NAME	SEAT	APPOINTED BY	APPOINTMENT	TERM
Mitch Sigman	1	Board of Supervisors (BOS)	8/6/2024	4yr
Robert Williams	2	BOS	8/6/2024	4yr
Heidi Gerard	3	BOS	8/6/2024	4yr
Bry’Ana Wallace	4	BOS	4/29/2025	4yr
Kym Johnson	5	BOS	8/6/2024	2yr
Paulene McCarthy	6	Local Planning Council (LPC)	7/19/2024	2yr
Maeva Marc	7	LPC	7/19/2024	2yr
Tracey Black	8	LPC	7/19/2024	2yr
David Padilla	9	LPC	7/19/2024	4yr
Nancy Harvey	10	LPC	7/19/2024	4yr
Savitha Moorthy	11	LPC	7/19/2024	2yr

iii. MEETING BOOKS

Find all previous meeting books and upcoming CAC meeting information on the First 5 website at www.first5alameda.org/cac/

IV. LISTENING TO COMMUNITY VOICES CONTINUED

Local organizations and reports focusing on ECE data that were used to inform this 5-Year Plan included, but are not limited to:

1. South Hayward Promise Neighborhood (2021)
2. Parent Voices Oakland: Parent Engagement Study: Informal Care in East Oakland (2017)
3. Oakland Starting Smart and Strong (OSSS): City of Oakland Early Childhood Ecosystem Opportunities (2023)
4. Black Californians United for ECE Policy Plan (2024)
5. Center for the Study of Child Care Employment: Alameda County SEQUAL Report (2016)
6. Center for the Study of Child Care Employment: Parent Preferences in Family, Friend, Neighbor, and Nanny Care (2023)
7. Early Care and Education Planning Council: Alameda County Early Care and Education Needs Assessment (2021)
8. California Budget and Policy Center: Unmet Need for Child Care in Alameda County Report (2022)
9. Center for the Study of Child Care Employment: Early Educator Compensation Report (2022)
10. Oakland Fund for Children and Youth: Community Needs Assessment Report (2024)
11. Eastern Alameda County Human Services Needs Assessment (2024)
12. Oakland Starting Smart and Strong: OSSS UPK Impact Project (2025)

V. WESTED REPORTS

First 5 contracted with WestEd to facilitate both the Measure C and OCI Community Listening Sessions and produce reports based on their findings that were used to inform this plan. WestEd also facilitated key portions of the CAC 5-year planning process using their expertise and community insights. Their involvement provided a high level of expertise in early childhood systems, objectivity in the participatory process, and ensured that First 5 had a legal separation via anonymity of feedback of any potential future contractors.

REPORTS

1. [OCI Report](#)
2. [Systems Alignment WestEd Report](#)
3. [Measure C Listening Session Report](#)

MEASURE C / FIVE YEAR PLAN CROSSWALK

The themes and recommendations from the Measure C Community Listening Sessions informed the CAC's input, and First 5's design of the 5-Year Plan. What follows is a crosswalk of themes from Listening Sessions with Five-Year Plan components.

LISTENING SESSION THEME	FIVE YEAR PLAN COMPONENT(S) MEETING OR RESPONDING TO THEME
WORKFORCE DEVELOPMENT	
The size of the ECE workforce is not sufficient to meet demand, so it is important to address the entire career pathway for providers, including recruitment, professional development, and retention.	<ul style="list-style-type: none"> • This is addressed in Strategy 2D – Workforce and Professional Development. <ul style="list-style-type: none"> ▶ Measure C requires development of a comprehensive training and professional development system, including support for educational advancement and degree attainment. ▶ This strategy intends to attract and retain teaching staff and support a skilled and stable workforce reflecting our diverse County.
WAGES AND COMPENSATION	
Wages and other types of compensation are not keeping up with the cost of living in the Bay Area.	<ul style="list-style-type: none"> • This is addressed in Strategy 2B – Wage Enhancements and Operating Grants. <ul style="list-style-type: none"> ▶ Improving early educator wages is a key component of Measure C. Wage enhancements will begin in Year 2. ▶ The Plan includes wage enhancements and operating grants, along with a set wage floor of \$25/hour for early educators. ▶ The Plan includes a set wage enhancement amount comparable to \$27/hour for FCC owners.

LISTENING SESSION THEME	FIVE YEAR PLAN COMPONENT(S) MEETING OR RESPONDING TO THEME
FAMILY ACCESS AND SUPPORTS	
<p>The whole ecosystem of organizations and agencies that serve young children and their families are essential partners for improving the ECE system.</p>	<ul style="list-style-type: none"> ● A major systemic goal of Measure C and the Five-Year Plan is to build conditions that support kindergarten readiness in Alameda County, in partnership and collaboration with communities, public and private agencies, school districts, parents and providers. <ul style="list-style-type: none"> ▶ Strategy 1D includes funding for Family Resource Centers to support navigation to a broad array of family-supporting services ● This is addressed in Strategy 1D – Connecting Families & Caregivers to Resources. <ul style="list-style-type: none"> ▶ Grants will be made available to Resource & Referral programs, Family Resource Centers, and shelters to provide basic needs and navigation supports to families and caregivers.
<p>Barriers to family access include the complicated subsidy system, child care “deserts,” and the need for care during nontraditional hours.</p>	<ul style="list-style-type: none"> ● The need for additional child care access is addressed in Strategy 1A - Family, Friend, and Neighbor Subsidized Child Care Vouchers and Strategy 1B - Measure C Subsidized Slots at Centers and FCCs. <ul style="list-style-type: none"> ▶ An estimated 2,400 additional children will gain access to care through ~1,000 FFN vouchers created in Year 1 and ~1,400 subsidized Center and FCC slots to be created in Year 2. ● This is also addressed in Strategy 1D – Connecting Families & Caregivers to Resources. <ul style="list-style-type: none"> ▶ Grants will be made available to Resource & Referral agencies, Family Resource Centers, and shelters to provide basic needs and navigation supports to families and caregivers.
<ul style="list-style-type: none"> ● ECE settings need to be equipped to serve linguistically and culturally diverse families. ● ECE settings need to be equipped to provide additional support—such as early intervention strategies and referrals to specialists—for families with young children who are neurodiverse; are gifted; or have developmental delays, disabilities, or other special needs. 	<ul style="list-style-type: none"> ● This is addressed in Strategy 1C – Inclusive Supports for All Children. <ul style="list-style-type: none"> ▶ In Year 1, this includes implementation of inclusion supports such as screening tools, training to providers, resources for ECE providers to be more inclusive in their practices, and access to culturally and linguistically responsive Help Me Grow services in ECE settings.
<p>There is a need for stronger coordination between preschools and elementary schools.</p>	<ul style="list-style-type: none"> ● In addition to the systems-level work described above, First 5 will be spearheading implementation of a countywide Kindergarten Readiness Assessment (KRA) that will collect data and inform best practices for inclusion and engagement of children both inside and outside their ECE settings.

LISTENING SESSION THEME	FIVE YEAR PLAN COMPONENT(S) MEETING OR RESPONDING TO THEME
FACILITIES AND INFRASTRUCTURE	
<p>Facilities experience significant wear and tear, which is expensive for providers to address.</p>	<ul style="list-style-type: none"> ● Add bullet at top: - Eligible FFN caregivers will receive \$4K Relief Grants in Year 1 and a monthly enhancement of ~\$500 per voucher in Year 2. ● This is addressed in Strategy 3A – Early Care and Education Facilities. <ul style="list-style-type: none"> ▶ In Year 1, Centers and FCCS can apply for grants for urgent health and safety issues and infant/toddler conversion projects. ▶ In Year 2, grants will continue and may expand focus to include high-quality indoor and outdoor spaces, inclusive spaces for children and families with special needs, and spaces that support educator wellness. ▶ In-depth, equity-centered technical assistance will be provided throughout the process to support identification of facilities needs, submission of proposals, and implementation of improvements.
<p>Families and providers share a desire for more parks, playgrounds, and public spaces that are safe and appropriate for early learning activities.</p>	<ul style="list-style-type: none"> ● This is addressed in Strategy 3B. Community Spaces. <ul style="list-style-type: none"> ▶ In Year 1, grants will be available to Family Resource Centers and shelters for urgent health and safety needs. ▶ In Year 2, grants will be adjusted based on available resources, data insights, and community engagement and may include grants to parks, libraries, and playgrounds. Facilities grants may be paired with funds for programming at community spaces to further support and enhance the use and sustainability of these spaces. ▶ These grants will also be accompanied by high-quality technical assistance.

LISTENING SESSION THEME	FIVE YEAR PLAN COMPONENT(S) MEETING OR RESPONDING TO THEME
THE PERSPECTIVES OF FAMILY, FRIEND AND NEIGHBOR CAREGIVERS	
<ul style="list-style-type: none"> Additional education, training, professional development, and incentives for participating in educational opportunities are desired. There is a desire to bring together FFNs for greater community and to overcome isolation. Additional outreach and information about the definitions and the benefits of being designated as FFN caregivers are desired. 	<ul style="list-style-type: none"> These issues are addressed in Strategy 2E. Family, Friend and Neighbor Caregiver Supports. <ul style="list-style-type: none"> Eligible FFN caregivers will be able to receive health and safety equipment beginning in Year 1 and continuing during Year 2, such as cribs, car seats, and baby gates. In Year 2, the Plan will begin funding community programming for FFN caregivers and children in their care, such as playgroups, child development and child rearing workshops, and child enrichment opportunities. Also in Year 2, it is proposed to launch a public awareness campaign to inform the community about the role and value of FFN care.
There are significant economic gaps between center and Family Child Care (FCC) providers.	<ul style="list-style-type: none"> This is addressed in Strategy 2B with the establishment of the wage floor of at least \$25 p/ hour for Center and FCC providers
There is a need for support with transportation.	<ul style="list-style-type: none"> The investments in Strategy 2E also may include funding for transportation to community opportunities to ensure equitable access to programming and resources.

VI. FAMILY AND PROVIDER SURVEY RESULTS

Separate but related to the listening sessions and other community engagement efforts, First 5 contracted with Applied Survey Research (ASR) to develop and implement surveys for both families and providers in the county. Respondents were offered incentives of a \$25 gift card to Target or Safeway (for parents) or a \$50 gift card to Target or Safeway (for providers, whose survey was more detailed).

The goals of these surveys differed somewhat depending on the type of respondent.

GOALS FOR PROVIDER SURVEY: Improve understanding of ECE licensed providers in Alameda County, including:

- Capacity to be part of potential Measure C-funded grants and initiatives
- Challenges/barriers to reaching their goals
- Priorities for how we can best support them

GOALS FOR FAMILY SURVEY: Improve understanding of Alameda County's families and caregivers with children birth to age 5, which included:

- Needs
- Priorities
- Child care/ECE utilization
- Child care/ECE access
- Challenges

ASR developed and vetted the survey with input from 22 local organizations and entities including:

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

After developing and vetting the survey instruments with the aforementioned 22 entities, ASR asked 86 organizations across the county to help disseminate the survey, beginning in August 2024. First 5 led a phone outreach campaign to increase response rates, with survey responses tracked on a weekly basis and outreach adjusted in real time. Outreach to Spanish-speaking families was conducted via text message in partnership with El Timpano. Provider and family surveys were both offered in English, Spanish and Traditional Chinese, while family surveys were also offered in Vietnamese, Tagalog, and Arabic.



Investing in Early Childhood: Strengthening Early Care and Education in Alameda County



In Alameda County, programs and services designed to help young children and their families have long been underfunded and disconnected from each other. With new funding from Measure C, First 5 Alameda County has a unique opportunity to strengthen and transform the early childhood system. To ensure we use Measure C funds to address the biggest challenges, we are gathering extensive community input. First 5 partnered with Applied Survey Research (ASR) to conduct two surveys: one with families and another with licensed ECE providers, including those from Family Child Cares (FCCs) and Centers. **This report highlights key findings from the surveys.**

Survey Development & Participation

620 families with children ages 0-5 completed the Family survey.

399 licensed ECE providers completed the Provider survey, including 305 FCCs and 94 Centers.

First 5 partnered with the community to develop and distribute both surveys, ensuring diverse voices—spanning different geographic areas, cultural backgrounds, racial compositions, and languages—were represented across Alameda County. In total, 86 organizations helped distribute the surveys.

Access to Care

➤ **Challenge:** Twice as many families need and qualify for ECE subsidies than were enrolled.

➤ **Opportunity:** With need exceeding the use of subsidies, explore how to expand subsidy availability in some areas and maximize existing resources through better outreach, streamlined enrollment, and increased ECE capacity.

➤ **Challenge:** One possible reason for low enrollment in subsidized child care may be lack of available spots, especially for infants, as over half of all FCC providers serving this age group were at full capacity.

➤ **Opportunity:** Understanding what affects capacity for FCCs and Centers, especially for infant care—such as staffing, funding, or licensing constraints—can help identify strategies to expand access.



84%

of surveyed families are **eligible** for an ECE subsidy, based on household income/size.



42%

of surveyed families report currently being **enrolled** in an ECE subsidy program.

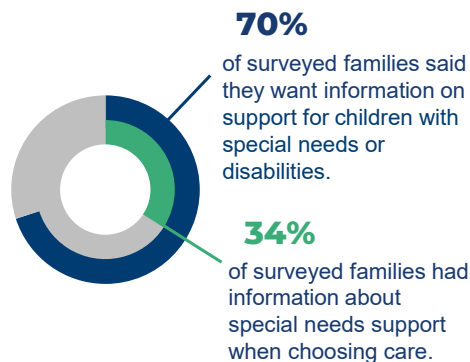
Quality of Care & Inclusion

➤ **Challenge:** The majority of Latino, Black, Asian, and Multiracial families said they want a provider who respects their culture and speaks their language. However, many also said they didn't have this information when selecting an ECE program.

➤ **Opportunity:** Expanding access to information on providers' cultural backgrounds and languages can help families make informed decisions.

➤ **Challenge:** Many families said they wish they had information on support for children with special needs, but many lack access to this information.

➤ **Opportunity:** Increasing the visibility of ECE programs' support for children with special needs can help families find the right care for their child.





Investing in Early Childhood: Strengthening Early Care and Education in Alameda County



Family Supports, Coordination & Navigation

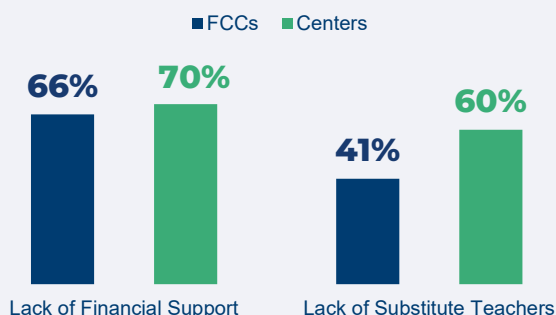
- **Challenge:** Many families reported needing nontraditional ECE schedules.
- **Opportunity:** Families also reported prioritizing dependability and consistency when choosing an ECE program, reinforcing the need for expanded nontraditional scheduling options.


38%

of surveyed families need child care **outside of traditional hours**, including early morning, evening, overnight, and weekend care.

Workforce Development and Compensation

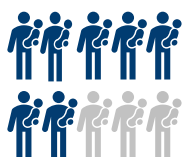
Greatest Barriers to Participating in Professional Development



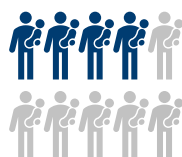
- **Challenge:** Most providers do not participate in workforce apprenticeship and on-the-job certification options like Earn-and-Learn programs, which offer accessible pathways for career advancement.
- **Opportunity:** Many FCCs and Centers reported interest in participating in or expanding Earn-and-Learn programs, which could help strengthen the ECE workforce.
- **Challenge:** Lack of financial support and substitute teachers limit educators' ability to engage in professional development.
- **Opportunity:** Shared substitute pools and business operation supports can increase professional development access.

Facilities

- **Challenge:** Families identified the physical environment—including the look and function of classrooms or homes, as well as access to safe outdoor spaces—as a key factor in selecting an ECE program. However, satisfaction with current facilities was much lower.
- **Opportunity:** Repurposing indoor and outdoor spaces to better accommodate children of different ages was a shared priority among both FCCs and Centers. This presents a key opportunity to align with family expectations and create more adaptable, engaging environments at FCCs and Centers.


73%

of surveyed families consider the physical environment of the program **“very important.”**


39%

of surveyed families report being **“very satisfied”** with the physical environment at their ECE program.



Stay informed about Measure C.
Sign up for our newsletter!

First 5 Alameda County
media@first5alameda.org
1115 Atlantic Avenue,
Alameda, CA 94501



www.first5alameda.org

D. FIRST 5 DOSSIER

I. FIRST 5 ALAMEDA COUNTY EQUITY STATEMENT

As part of our continued work to center equity in our programming, investments, and advocacy, in 2022-23 we engaged in a participatory agencywide learning and development process to update our equity statement to encompass our current work, intentions for continuous learning and improvement, and commitment to accountability.

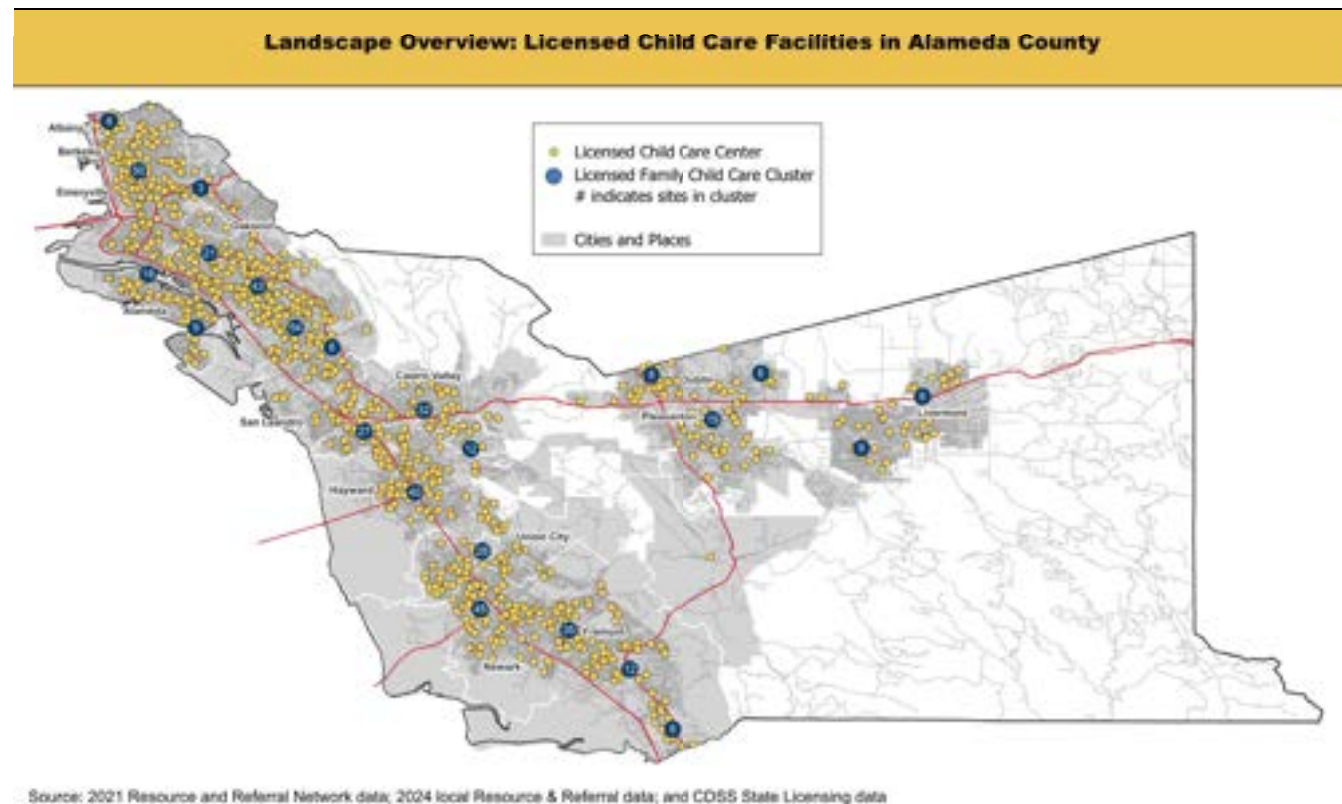
Read First 5's full Equity Statement here: [Equity Statement | First 5 Alameda County](#)

II. FIRST 5 STRATEGIC PLAN

[First 5 Strategic Plan](#)

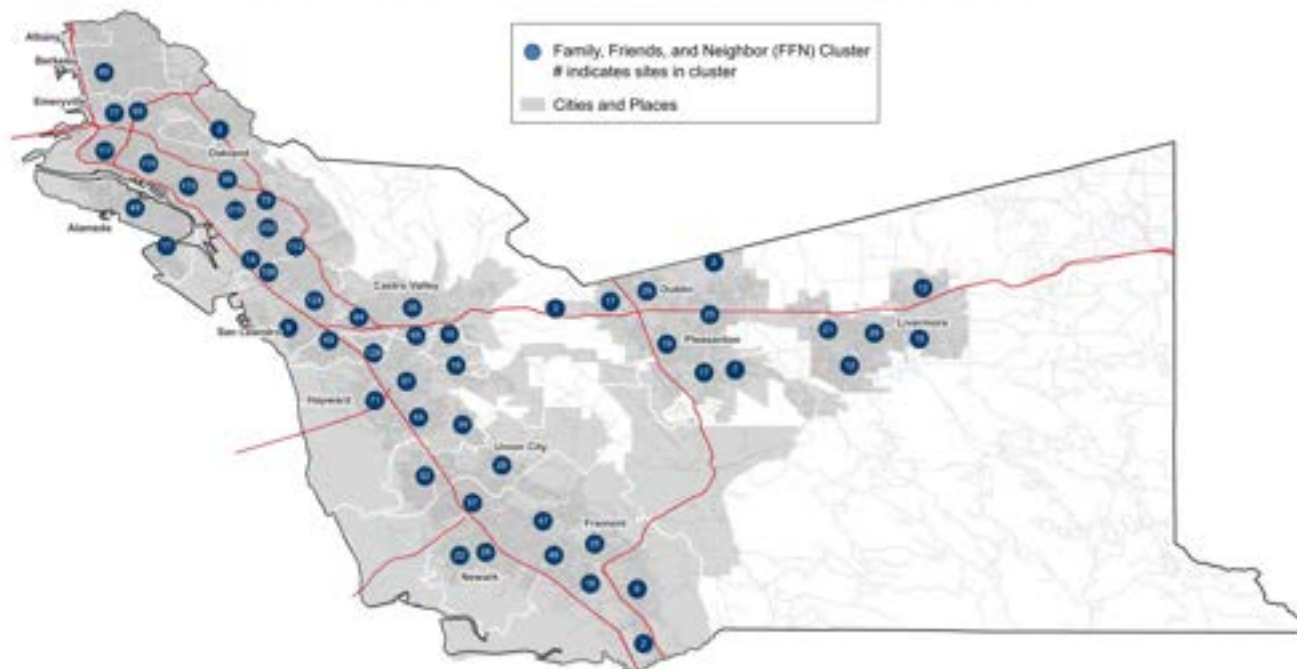
III. MAPS

LICENSED CHILD CARE FACILITIES IN ALAMEDA COUNTY



FAMILY, FRIENDS, AND NEIGHBORS (FFN) CAREGIVERS REDEEMING AN ALTERNATIVE PAYMENT VOUCHER

Landscape Overview: Family, Friends and Neighbors (FFN) Caregivers Redeeming an Alternative Payment Voucher for a Child 0-5



Source: Data provided by Alameda County Alternative Payment (AP) Agencies (Bananas, Davis Street, Hiveley, and 4Cs of Alameda County) for fy 2023-2024

IV. FIRST 5 REPORTS

- i. Data for Action [First 5 Data for Action Guide 2025 by first5alameda - Issuu](#)
- ii. Kindergarten Readiness Assessment https://www.first5alameda.org/wp-content/uploads/2024/11/2021-22-Kindergarten-Readiness-Assessment-KRA_2022-1.pdf
- iii. [Kindergarten Readiness and Later Achievement: A Longitudinal Study in Alameda County, 2018](#)
- iv. [First 5 Alameda County Strategic Plan 2022-27](#)
- v. [Measure C Emergency Stabilization Fund Proposal](#)
- vi. [Oakland Children's Initiative Report](#)
- vii. [Alameda County Early Care and Education Licensed Facilities Assessment Report: Alameda County Early Care and Education Licensed Facilities Assessment | First 5 Alameda County](#)
- viii. [Unincorporated Areas of Alameda County Early Care and Education Needs Assessment Report](#)

V. ISSUE BRIEFS

In addition to the above appendix contents, First 5 Alameda County has developed issue briefs expanding on several important topics addressed only briefly in the plan due to space limitations. These issue briefs are reproduced in their entirety below and each title is linked to the full report.

ISSUE BRIEF TOPIC AREA	PAGE
i. Kindergarten Readiness	117
ii. Wage Floor	120
iii. Quality ECE	123

POLICY BRIEF

Introducing a Universal County-wide Tool to Assess Kindergarten Readiness



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 16 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

SCHOOL READINESS: A CRITICAL INDICATOR

Since 1998, First 5 has made investments in communities and families in service to the 100,000 young children who call Alameda County home.

Previously collected data around kindergarten readiness in Alameda County has shown that disparities among young learners are largely based on socioeconomic factors such as family income and access to child care and community resources, which have intersectional connections to structural racism.

Local and national data have illustrated the importance of kindergarten readiness and it is clear children's positioning as they enter kindergarten has a lasting impact on their quality of life through adulthood. We have found the following, which is highly correlated with long-term educational achievement and life outcomes.



4 in 5 kids who are not ready for kindergarten perform below grade level in 3rd & 6th grade.

Guided by a “whole community, whole family, whole child” policy and programming approach to our work, First 5 has funded and scaled programs targeted at the root causes of local disparities such as:

- summer Pre-K programs,
- home visits to parents/caregivers,
- pediatric care and coordination, and
- place-based initiatives like Neighborhoods Ready for School.

IN THE FISCAL YEAR 2022-23 ALONE, WE SERVED:



19k+
Children



11.5k+
Families



4.5k+
Providers

NEXT STEPS: SYSTEM BUILDING

This new assessment tool is an important step towards a future where every child in Alameda County starts kindergarten ready to succeed.

Throughout the implementation, we will continue to convene district stakeholders, host trainings, provide capacity support, and establish data-sharing agreements. As part of this work, First 5 Alameda County will partner with the community to interpret the collected data to inform future investments, guide policy agendas, and improve systems of care.

Most importantly, the rollout and evaluation of the EDI will include training in diversity, equity, inclusion, and belonging practices to reduce bias and ensure accurate measurements.

EVOLVING THE EARLY CHILDHOOD SYSTEM OF CARE

First 5 Alameda County helps young children grow up healthy and ready to learn during the most important time in their development. Within the Early Childhood System, First 5 Alameda County's role is to:

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

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

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

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

SINCE 1998, FIRST 5 ALAMEDA COUNTY HAS:

- Raised **\$43.6M** from philanthropic and other funding sources
- Earned **\$24M** from federal fiscal leveraging
- Awarded **\$295.5M** to community partners and agencies

ABOUT FIRST FIVE ALAMEDA COUNTY

First 5 Alameda County helps young children grow up healthy and ready to learn during the most important time in their development. We have more than two decades of experience funding innovative programs and advocating for policies that produce better futures for our children.

POLICY BRIEF | MAY 2025

Measure C Issue Brief: Implementing a Wage Floor for Early Educators

OVERVIEW

Alameda County's Measure C, approved by voters in 2020, mandates the establishment of a wage floor for early educators in child care centers and family child care (FCC) settings. All participating providers will be required to meet or exceed the wage floor for early educator employees, including family child care assistants. This aspect of Measure C aims to alleviate chronic underpayment in the early care and education (ECE) workforce, improve stability, and promote equity for ECE professionals, who are overwhelmingly women of color. (Please see Measure C 5-Year Plan **Appendix D.V.II**. Issue Brief on Wage Disparities)

BACKGROUND: WHY A WAGE FLOOR?

Early educators support child development and enable parents to work. Despite their importance, ECE professionals are among the lowest-paid workers in the County. As of 2023:

ECE PROFESSIONALS IN ALAMEDA COUNTY



\$47,630
average
annual incomeⁱ



↑ \$2.81
hourly wages
increased between
2008 and 2023



87%
were classified as
very low-incomeⁱⁱⁱ

Contributing to turnover and difficulty building the workforce.ⁱⁱ

Measure C responds to these disparities by setting a competitive, community informed minimum wage floor.

ⁱ Employment Development Department, "OES Employment and Wages: Quarter 1, 2024." State of California. <https://labormarketinfo.edd.ca.gov/data/oes-employment-and-wages.html#DashB>. Accessed September 13, 2024.

ⁱⁱ Laura Pryor, Kristin Schumacher, and Nishi Nair, "Higher Wages for Early Care and Education Workers Builds and Stronger System." (February 2025) California Budget and Policy Center.

ⁱⁱⁱ California Early Care and Education (ECE) Workforce Registry (October 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.

WAGE FLOOR LEVELS AND IMPLEMENTATION TIMELINE

YEAR 1 (2024–2025): Laying the Groundwork

Section 2.08.301(A) of the Ordinance requires the wage floor for early educators and assistants to begin at a minimum of \$15 per hour, increased annually beginning January 1, 2022 by the San Francisco-Oakland-Hayward Consumer Price Index (CPI) or the percentage increase in revenues raised during the previous calendar year, whichever is less (“Adjustment for Inflation”). Based on the required calculation, however, the wage floor for 2025 is below the current California minimum of \$16.50 per hour; in addition, many local cities have instituted higher minimum wage requirements ranging from \$16.89 in Oakland to \$19.36 in Emeryville.

All entities that receive Measure C funding in Year 1 will be required to abide by applicable state and local minimum wage requirements. In Year 1, we will also invest in building the infrastructure to support implementing a higher wage floor, including capacity building with providers, information systems enhancements to support wage verification and other processes, and other technical assistance and training.

YEAR 2 (2025–2026): Wage Enhancements and Operating Grants Launch

Wage enhancements and operating grants will begin in Year 2 for participating providers. Beginning in Year 2, the proposed wage floor for Measure C participants is \$25/hour for early educator employees, including FCC assistants and center lead teachers, assistant teachers, and associate teachers. The 5-Year Plan includes a set wage enhancement amount comparable to \$27/hour for FCC Owners starting in Year 2. Operating grants will be provided to address wage compaction, payroll taxes, and discretionary benefits. These grants will be calculated individually for each provider based on current employee wage data and will include provisions to ensure non-supplantation. In addition, continued technical assistance and investment in workforce systems will help ensure successful implementation.

YEARS 3 – 5: Ongoing Analysis and Potential Expansion

Ongoing analysis of penetration, implementation, compliance, impact, and potential for expansion based on available resources, data insights, and community engagement.

COMMUNITY-DRIVEN DESIGN

Feedback from community listening sessions was instrumental in shaping the wage policy. Commenters shared that given economic realities in 2025, paying wages above the original benchmark of \$15 per hour is necessary to attract and retain staff and to compete with Head Start and other school-based ECE programs, which pay higher wages.

This Plan also recognizes changes in workforce wage expectations since 2020. In April 2024, California began requiring most fast-food restaurants to pay employees at least \$20 per hour. California health care workers also have higher minimum wage requirements as of October 2024, ranging from \$18 to \$23 per hour, increasing to \$25 over time.

CONCLUSION

Measure C's wage floor for early educators, coupled with committed funding to support the payment of competitive wages, will drive a transformative investment in the quality, stability, and equity of Alameda County's ECE system. Through sustained implementation, capacity building, and community partnership, the County is taking concrete steps to uplift the workforce that supports young children and working families every day.

ABOUT FIRST FIVE ALAMEDA COUNTY

First 5 Alameda County helps young children grow up healthy and ready to learn during the most important time in their development. We have more than two decades of experience funding innovative programs and advocating for policies that produce better futures for our children.

POLICY BRIEF

Improving Quality in Alameda County’s Early Care and Education System Investing in Inclusive, Equity-Centered Programs through Measure C



BACKGROUND

High-quality early care and education (ECE) supports children’s learning and development, strengthens families, and helps the economy. Quality in ECE is enhanced when the workforce—the educators and caregivers providing this essential service—are well-supported, well-paid, and have clear, accessible professional pathways.

Recognizing this, Alameda County voters approved Measure C, which dedicates funding to improve the conditions and capabilities of the ECE workforce as a central strategy to enhance quality, holistic and comprehensive dataset measuring the systemic conditions that shape school readiness.

FIRST 5 APPROACH TO QUALITY: WHOLE COMMUNITY, WHOLE FAMILY, WHOLE CHILD

“Quality” is not just about early learning settings, tools or curriculum—it’s about relationships, representation, respect and cultural (ethnic and class) alignment, in sync with and in service to educator and family well-being. At First 5 Alameda County, we recognize that conditions beyond the classroom impact children’s development, and classrooms supported by communities will be best positioned to provide engaging care and learning for young children.

Rather than taking a one-size-fits-all approach, we prioritize listening to and learning from the diverse experiences and expertise of family child care (FCC) providers, center-based educators, and family, friend, and neighbor (FFN) caregivers. Initial Measure C investments will focus on building trust, sharing knowledge, and creating opportunities for caregivers to reflect on their practices in ways that are supportive—not evaluative.

“Quality” is not just about early learning settings, tools or curriculum—it’s about relationships, representation, respect and cultural (ethnic and class) alignment, in sync with and in service to educator and family well-being.

This more inclusive and responsive approach to quality is also taking root at the state level. Recent and ongoing changes in what defines excellent ECE programs include:

- Transitioning to a Competency-Based Model of Care** - The California Commission on Teacher Credentialing is shifting from a traditional, unit-based Child Development Permit system to a competency-based framework. This model emphasizes skills and knowledge aligned with ECE teacher performance expectations and aims to professionalize and standardize the ECE workforce.
- Updating the Definition of Early Learning Foundations** - In collaboration with WestEd, the California Department of Education has revised the Preschool/Transition Kindergarten Learning Foundations (PTKLF) to align with current research in child development. These updates provide educators with a more relevant framework to support children’s growth and learning.
- Quality Counts California (QCC)** - QCC is a statewide effort started in 2012 to strengthen the ECE system. While all licensed and publicly funded, license-exempt early care and education sites are eligible, QCC encourages locally implemented quality improvement systems to prioritize high-impact communities to participate in QCC activities. Quality Counts (QC) is Alameda County’s local QCC program. In 2023-24, First 5 supported more than 1,500 ECE professionals and FCC and FFN caregivers from 176 centers, 96 FCCs and 16 library institutions with a variety of quality support services, impacting more than 8,000 children.

In addition to Measure C, Oakland Children’s Initiative (OCI) funded through Measure AA is another transformative local investment. The OCI ordinance Early Education Guidelines focus on “increasing quality” and include requirements related to quality rating, developmentally appropriate curriculum, formative assessments to shape instruction, and assessments of quality to foster improvement and reduce disparities. (section 1606.3).

The OCI priority public systems partners, Oakland Unified School District and City of Oakland Head Start, approach quality through a holistic, community-responsive lens.

Program goals focus on improving classroom environments, advancing inclusion, and providing comprehensive supports for children and families, including:

- | | |
|---|--|
| <p>1 Culturally and linguistically responsive strategies that uplift families and caregivers as essential partners in children’s development</p> | <p>3 Facility and infrastructure investments that create safe, developmentally appropriate learning spaces</p> |
| <p>2 Enhanced classroom quality and wraparound supports that reflect community priorities and increase family engagement</p> | <p>4 Equitable career pathways and professional development, strengthening a workforce that reflects and serves Oakland’s diverse communities</p> |

As OCI's contracted early education implementation partner, First 5 intends for the participatory process used to define quality for Measure C purposes to also inform the QRIS "successor system" required by the OCI.

MEASURE C'S COMMITMENT TO CENTERING EDUCATOR AND FAMILY EXPERIENCE

Measure C mandates a comprehensive approach to professional development and workforce investments to improve quality. Our work will seek to:

- **Center family and community voices** in the development of an inclusive, diverse framework that respects culture, language, ability, and lived experience.
- **Address systemic barriers:** High-quality care means children see themselves reflected in their caregivers, environments, and learning experiences – and their identities are honored and uplifted. Too often, however, access to services and supports that would help educators provide these environments has been limited or inequitable. Measure C provides an opportunity to address those barriers.

MEASURE C EARLY INVESTMENTS

The 5-Year Plan includes several initial investments to support quality, including robust community engagement with families, ECE providers, educators, and other key partners to develop a shared, equity-centered vision for quality ECE and related standards. Additional quality-related investments include

funding for high-quality ECE facilities, professional development for educators, and enhanced inclusion and linguistic supports to ensure that all children have access to high-quality ECE. The community engagement process will inform additional investments in Years 3-5.

CONCLUSION

Measure C provides Alameda County a historic opportunity to transform its ECE system by investing where quality begins: in its people. By grounding efforts in community voice, advancing equity, and coordinating across systems, Measure C investments are laying the groundwork for a more stable, respected, and skilled ECE workforce—one that reflects the diversity of our communities and delivers on the promise of high-quality, inclusive and responsive care for all children.

ABOUT FIRST FIVE ALAMEDA COUNTY

First 5 Alameda County helps young children grow up healthy and ready to learn during the most important time in their development. We have more than two decades of experience funding innovative programs and advocating for policies that produce better futures for our children.

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To: First 5 Alameda County Commission

From: Kristin Spanos, Chief Executive Officer

Date: June 5, 2025

Subject: First 5 Alameda County Revised Fiscal Year 2022-27 Strategic Plan

REQUESTED ACTION

To review the First 5 Alameda County Fiscal Year (FY) 2022-27 Strategic Plan Annual Update for FY 2025-26.

BACKGROUND

Prop 10 requires an annual review of the agency's Strategic Plan by the Commission prior to the release of state funds.

As our strategic plan articulates, First 5 is engaging in the work of building the early childhood system in Alameda County. This includes our work in "Learning and Care" on the local early care and education ballot measures, as the named administrator for the Children's Health and Child Care Initiative for Alameda County (Measure C) Child Care, Preschool, and Early Education Account and the contracted Early Education Implementation Partner for the Oakland Children's Initiative Early Education Fund. The plan also includes significant accomplishments in our other strategies such as in "Health and Wellbeing" where we successfully transitioned our Help Me Grow and Member Outreach programs from a grant award to a service contract with our local Medi-Cal Managed Care Plan (Alameda Alliance for Health), officially becoming a Medi-Cal CalAIM provider under the Community Health Worker benefit.

This year's strategic plan update is largely captured in the Measure C Child Care, Preschool, and Early Education Program Plan and Budget 2025-2030 (5-Year Plan), incorporated via reference in the updated Appendix D. The 5-Year Plan is before this Commission for approval and will be submitted to the Alameda County Board of Supervisors for approval later in June.

The FY 2025-26 annual update will be streamlined again next year. We anticipate engaging in a robust planning process for the new, comprehensive 2027-2032 First 5 Strategic Plan which will incorporate these significant impacts as First 5 implements the Measure C 5-Year Plan investments and continues our early childhood system building work.

All proposed edits to this year's strategic plan are identified in orange font in the attached text. Substantial edits in this year's update are outlined below:

- **Overarching Updates**
 - Throughout the strategic plan, references to “preparing for Measure C” were replaced with updates on implementation progress to-date.
 - Annual financial information has been updated where relevant.
- **Page 4: 2022-2027 A Moment of Urgency and Possibility**
 - Updated to reflect the current policy landscape.
- **Pages 7-10: Evolving the Early Childhood System of Care**
 - Refreshed language to reflect progress in Investing in Transformative System Building, Operationalizing Equity, and Evolving to More Community-Centered Programming. Progress updates include:
 - Preparing to roll out the Early Development Instrument (EDI) as the new Kindergarten Readiness Community Study tool.
 - Successfully transitioning our Help Me Grow and Member Outreach programs from a grant award to a service contract with Alameda Alliance for Health, officially becoming a Community Health Worker (CHS) Medi-Cal CalAIM provider.
 - Investing in the Collaborative Diaper Distribution Program.
 - Launching the Prenatal Black Fathers Group (PBF) pilot program.
 - Providing First 5 staff with a series of DEIB Lunch and Learn trainings.
- **Pages 11-14: Alameda County’s Context – Data for Action**
 - Updated to include the most recent data available on Alameda County’s demographics and early childhood system.
- **Pages 25-27: Local Revenue for Early Care and Education**
 - Significant updates were made to this section to reflect the current status of Measure C and the Oakland Children’s Initiative (Measure AA) administration.
 - Bullet points regarding the readying for Measure C have been removed as they are now reflected in the 5-Year Plan (Appendix D).
- **Pages 60-61: Appendix D: Administering Measure C**
 - The name of the Appendix has changed from “Readying for Measure C” to “Administering Measure C” and has been updated to reflect progress in Measure C implementation. Following approval of the 5-Year Plan, links to the Plan and the Executive Summary will be added to this Appendix.

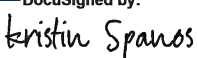
FISCAL IMPACT

There is no fiscal impact. Changes to revenue and expenses are reflected in the FY 2025-27 Budget and Long Range Financial Plan before the Commission for approval.

RECOMMENDATION

That the Commission approve the FY 2025-26 annual updates to the FY 2022-27 Strategic Plan.

Approved by:

DocuSigned by:

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Kristin Spanos
 Chief Executive Officer

First 5 Alameda County Strategic Plan 2022–2027



Acknowledgments

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

- Parents and caregivers for their leadership and sharing of their experiences
- Early childhood providers and community-serving organizations for their insight
- Community leaders for their vision and commitment
- First 5 staff for thoughtful participation, dialogue, and decision-making
- Our consultant Hickman Strategies for their backbone support of our strategic planning process
- First 5 Alameda County Commissioners for their guidance and support. Our work continues the legacy of Alameda County Supervisor and First 5 Founding Commissioner Wilma Chan.
- Alameda County and Oakland voters for championing local investments in early care and education through the Oakland Children's Initiative (Measure AA) and The Children's Health & Child Care Initiative for Alameda County (Measure C). For a detailed breakdown of the Measures, see Appendix C.
- Measure C Community Advisory Council members and all the Alameda County families, providers, early childhood partners, and members of the public who contributed their time and input to inform the development of the Measure C 5-Year Plan, see Appendix D.



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

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A MOMENT OF URGENCY & POSSIBILITY

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

Decades of research have demonstrated that the period from birth to age 5 is the most critical window of opportunity to positively impact a child's future. The correlation between early childhood development, community and family conditions, and lifelong health have also been established and are undeniably intertwined.

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

California Governor Gavin Newsom's recent investments in early childhood and the social safety net reflect a growing recognition of the conditions necessary to support family and child well-being, as well as the need for public policy to address increasing inequality. However, these efforts are unfolding in a time of fiscal uncertainty, as the Trump Administration threatens to eliminate vital early learning and safety-net programs designed to improve outcomes for underserved children, including Head Start, preschool development grants, Medicaid, SNAP, and WIC.

Locally, Alameda County voters have made significant investments in children and families. First 5's role in two local ballot measures—as contracted implementation partner for the Oakland Children's Initiative (Measure AA) and named administrator of The Children's Health and Child Care Initiative for Alameda County (Measure C)—has increased our agency's annual revenue from \$24 million to more than \$250 million annually, a ten-fold increase. A major focus of this strategic plan is to ensure our infrastructure and capacity is positioned to support the effective use of these precious public dollars as First 5 Alameda County adapts to these new local and state historic investments in children and families.

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



WHO WE ARE

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

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

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

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

and dads are not excluded from conversations affecting their children.

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

-First 5 Association 2022-24 Strategic Plan

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

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

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

Since 1998, First 5 Alameda County has:

- Raised \$43.6 million from philanthropic and other funding sources
- Earned \$24 million from federal fiscal leveraging
- Awarded \$295.5 million to community partners and agencies

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

Defining Systems Building

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

Context:

Improving the political context that surrounds the system so it produces the policy and funding changes needed to create and sustain it

Components:

Establishing high-performance programs and services that produce results for children and families

Connections:

Creating strong linkages across system components that further improve results for children and families

Infrastructure:

Developing the support systems needed to function effectively and with quality

Scale:

Ensuring a comprehensive system is available to as many people as possible

From the Early Childhood Systems Building Resource Guide (hhs.gov)

EVOLVING THE EARLY CHILDHOOD SYSTEM OF CARE

Within the Early Childhood System, our role is to:

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

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

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

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

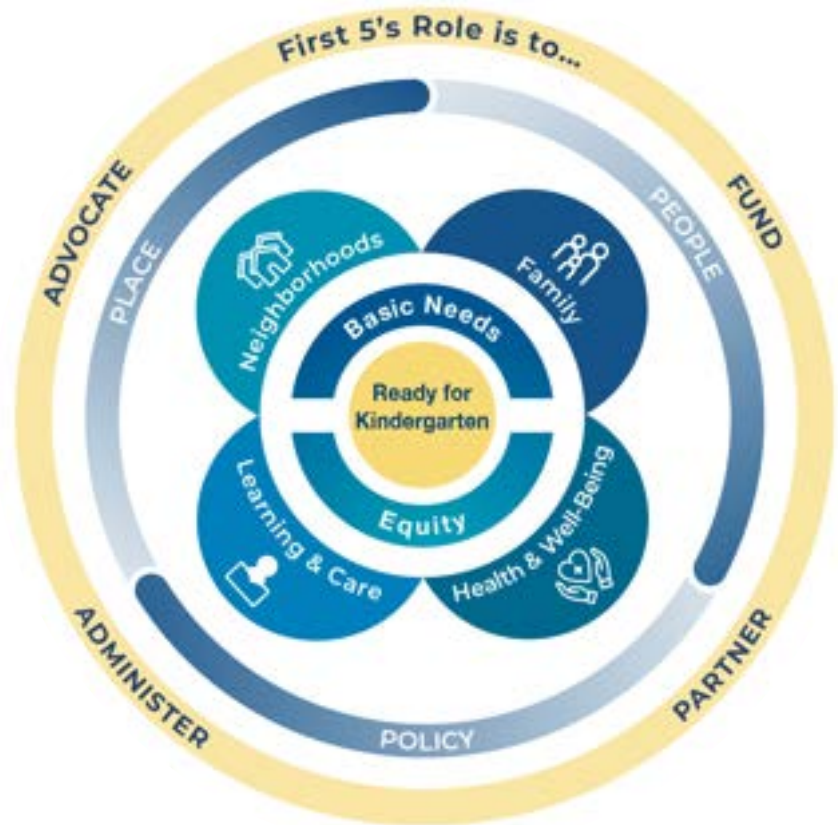


Figure 1. An early childhood system of care cultivates community and family conditions for children's kindergarten readiness.

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

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

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

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



1. INVESTING IN TRANSFORMATIVE SYSTEM BUILDING

- **Continued to build and scale the local early childhood system with new revenue.** Our fiscal outlook is strong—buoyed by new funding streams, coupled with a clean audit and a balanced budget. While First 5 Alameda County will be experiencing significant growth in the coming year, all other First 5 agencies around the state have declining revenues and are facing layoffs and program cuts. Our colleagues throughout California, and beyond, look to us as a model for leveraging funding, policy advocacy, and equity-centered systems building as they manage challenging local circumstances.

At the local, state, and federal level in FY 2024-2025, we received:

\$1.1M

from the Alameda County Social Services Agency (ACSSA)

\$1.6M

annual allocation from Alameda Alliance for Health (AAH)

\$2.5M

annual allocation for Medi-Cal Administrative Activities (MAA)

\$4.9M

from multi-year grants from philanthropy and Child Family & Community Services (CFCS)

\$9.7M

from California Proposition 10 (75% reduction from its inception in 1998)

\$32.5M

from the Oakland Children's Initiative Early Education Fund

- **Implement the Early Development Instrument (EDI) as the new Kindergarten Readiness Community Study tool.** The EDI is a comprehensive tool that provides valuable insights into the conditions that support family well-being and child development. Starting in FY 2025-26, census-tract level information collected from parents/caregivers and educators will be used for our Kindergarten Readiness Community Studies, serving as a critical component in our efforts to improve local systems and foster the conditions that support children 0-5 and their families.
- **Created a Pediatric Care Coordination Division, secured philanthropic funds that seeded a director to oversee that division, and expanded our Pediatric Care Coordination staffing and capacity to reach more Alameda County children and families.** We successfully transitioned our Help Me Grow program from a grant award to a service contract with our local Medi-Cal Managed Care Plan (Alameda Alliance for Health), officially becoming a Community Health Worker (CHS) Medi-Cal provider. We also continued our partnership with Alameda Health System in support of the DULCE Program at Highland Hospital.

- **Continued to expand and completed an evaluation of the Early Education Apprenticeship Program.** This program is an “earn and learn model” that covers tuition and permit fees for early care educators, while providing on-the-job training, as well as stipends and additional supports like tutoring and child care. It is an exemplary model of a public-private partnership as the program is jointly funded by the Alameda County Social Services Agency, First 5 Alameda County, and Tipping Point Community. This is the type of innovative public policy infrastructure necessary to support continued growth in our local early care and education delivery system.
- **Continued to offer training to providers.** First 5 disseminates best practices to professionals working with young children in mental health, early education, health, family support, and administration. In FY 2024-2025, over 280 unique agencies and over 800 unique providers participated in our trainings. In the ECE field, we provided more than 40 trainings and learning opportunities for parents, caregivers, providers, and professionals and we distributed \$326,800 in quality improvement grants to ECE professionals and caregivers participating in First 5's Quality Counts program.
- **Continued to fund Project DULCE at Highland Hospital.** Families enrolled in the program receive enhanced support in which a family specialist in the pediatric setting supports connection of the families to needed resources, including legal support. In FY 2024-2025, Alameda Health System recruited and trained an additional family specialist as a long-term investment to increase service delivery and First 5 anticipates serving over 100 families this fiscal year.
- **Invested \$1.45 million in the Collaborative Diaper Distribution Program,** administered by SupplyBank.org (SBO) and jointly funded by Alameda County Social Services Agency, Alameda County Health, Alameda County Probation Department, and First 5, for a total countywide investment of \$5.8 million. The program will distribute 15 million diapers and 37 million baby wipes to families experiencing diaper need.

2. OPERATIONALIZING EQUITY: ORGANIZATIONAL STRUCTURE & CAPACITY

- **Restructured the agency and conducted hiring to build the staff capacity and infrastructure needed to administer substantial new public funds.** Spurred by the Oakland Children's Initiative and Measure C, we have been proactively building an organization prepared to manage the significant system building legislatively mandated by these new public resources. Since fiscal year 2022-2023, we added 45 new positions in various areas throughout the agency, including programs, operations, finance, compliance, technology, data and evaluation, planning, communications, and government affairs and policy. The hiring and structural changes will continue into 2025 and beyond, as we continue a 3-to-5-year building phase. We seek to retain and recruit a workforce that reflects the diversity and cultural fabric of Alameda County, support staff development and professional growth, ensure regulatory compliance, and effectively implement existing and new initiatives.
- **Continued centering equity in our programming, investments, and advocacy and intentionally engaging in dialogue regarding organizational culture.** First 5 has centered equity in our work since our founding in 1998. Over the years, we have intentionally built upon and strengthened this commitment, including in our 2017-2022 and 2022-2027 strategic plans. As part of our evolution in fiscal year 2022-2023, we engaged in a participatory agencywide learning and development process to

update our equity statement to encompass our current work, intentions for continuous learning and improvement, and commitment to accountability (see page 21). In fiscal year 2023-2024, our agency took an important step in promoting diversity, equity, inclusion, and belonging (DEIB) by engaging in all-staff trainings on unconscious bias. The trainings, led by Dr. Sacha Joseph-Mathews, Vice President and Chief Diversity, Equity and Inclusion Officer at Stanislaus State University, equipped employees with fundamental knowledge, tools, and resources to identify, address, and minimize unconscious bias in their dealings with fellow team members and stakeholders. In FY 2024-2025, First 5 continued our partnership with Dr. Joseph-Mathews to provide a series of DEIB Lunch and Learn staff trainings to delve into various topics, including understanding unconscious bias, recruiting with inclusion in mind, intersectionality, and microaggressions.

- **Ensuring that our governing body represents our commitment to community-directed investments by appointing a representative of a parent/community-based building group as a First 5 Commissioner.**

3. EVOLVING TO MORE COMMUNITY-CENTERED PROGRAMMING

Continued implementation of key programmatic and community investments, including:

- **A new division of Pediatric Care Coordination encompassing our existing family serving programs out of pediatric health settings**, including Help Me Grow's developmental screening, outreach, referral, and navigation and the DULCE's model health, resource, and legal supports.
- **A strategic parent partnership program focused on supporting Black mothers and birthing people** and on investing in community-based strategies to disrupt inequities and disparities in birth outcomes with a focus on lactation supports for Black birthing people.
- **A new Prenatal Black Fathers Group (PBFG) pilot program**, launched in April 2025, which aims to support and prepare Black Fathers in becoming the dads they want to be.

Reached key programmatic and community investment milestones, including:

- **Neighborhoods Ready for School (NRFS)** initiative grantees engaged in a yearlong facilitated strategic planning process with Cities and People Advisors to identify each site's community-directed multi-year priorities and develop strategic work plans and data profiles to implement their priorities. This process also fostered alignment with Oakland Thrives' Rise East Initiative, a place-based investment that raised more than \$100 million from philanthropic partners. Proudly, First 5's NRFS investment was part of the foundation that made the Rise East investment by philanthropy possible.
- **Alameda County Father Corps 10-Year Evaluation.** The evaluation details the history and evolution of the program since its inception in 2013, the impacts on fathers and father figures, service providers, and system leaders who are connected to the Fathers Corps, and recommendations and innovation opportunities for each of the target audiences to improve access, outcomes, and systems change. The evaluation will help the agency continue improving and evolving the program to better serve fathers and father figures and share lessons learned with other agencies who wish to implement fatherhood initiatives.
- **Fatherhood Summit.** Secured a title sponsor, the Kresge Foundation, for the 2025 Fatherhood Summit. This biannual event provides fathers and father figures opportunities to engage in workshops, activities, and trainings, and connect to community resources and employment opportunities. In 2023, we hosted more than 400 fathers and father figures at this free all-day event.




Alameda County's Context: Data for Action


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

First 5 utilizes a **systems building approach strategy**—serving as a funder and a policy advocate—to address the underlying structural issues (the root causes) that face communities, families, and children.

Alameda County Family Demographics

 Approximately
71,000
households with children
under age 6 (2019)¹


 More than
109,579
children under age 6 (2022)^{2,3}


 Approximately
6.4%
of total population under
age 6 (2012)^{2,3}

 More than
16,900
births (2021)⁴

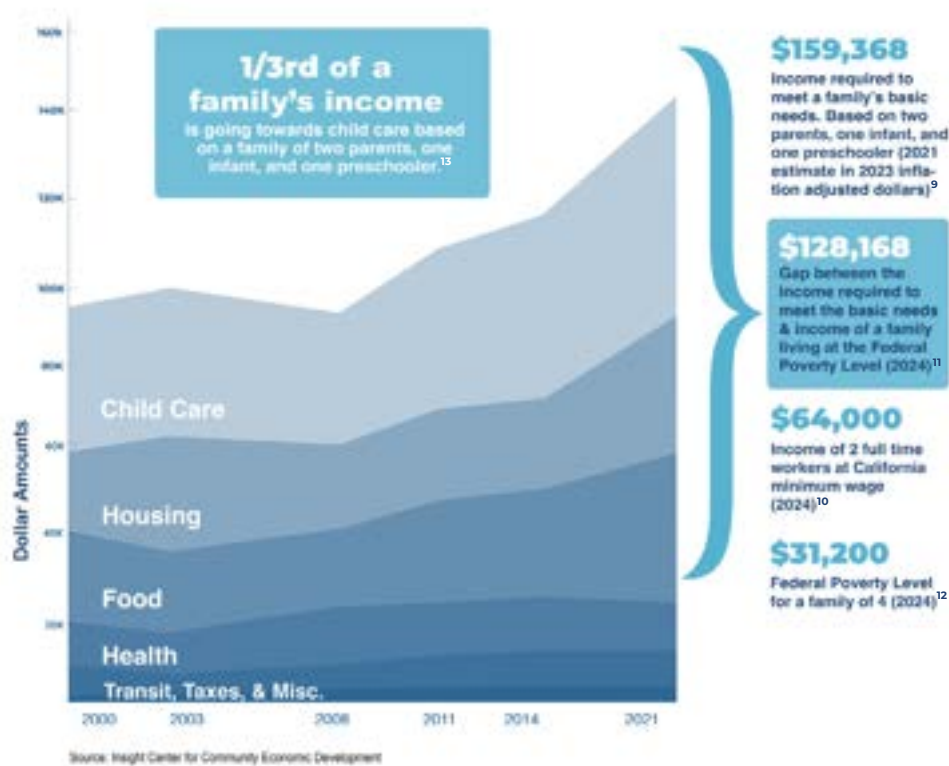
 **3 out of 4**
children born to
mothers of color (2019)⁴

 **7th** most
diverse county in the
United States (2020)⁵

 **1/2**
Nearly half of children live
in households that speak
a language other than
English at home. (2022)⁶

 **1/2**
Half of children under age
6 live with at least one
parent who was born
outside of the US. (2022)⁷

Financial Realities of Families in Alameda County⁸



Children 0-6 Enrolled in Public Benefits in Alameda County (2021)¹⁴

+ Medi-Cal 46,269
(Approximately 4 out of 10 children 0-6)

🍏 CalFresh 22,649
(Approximately 4 out of 10 children 0-6)

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

Approximately
1 in 10
children under 6 lives below the Federal Poverty Level. (2021)¹⁵

In Alameda County and the Bay Area, more than **1 in 3 women face economic insecurity.**¹³

3 out of 4 households struggling to meet their basic needs are headed by a **person of color.**¹³

1 in 3 families are unable to afford diapers¹⁶

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

\$ 68%
increase in child care cost (2014–2021)⁸



\$ 30%
increase in median family income (2000–2021)¹⁷

\$ 50%
of renters pay more than 30% of their income for rent. (2021)¹⁸

Structural Inequities Lead to Racial Disparities

Maternal and Newborn Health¹⁹



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



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



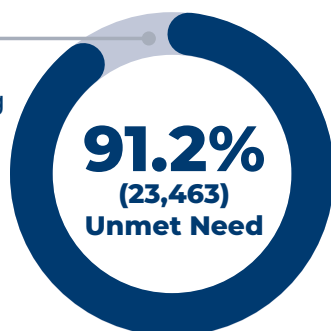
Black babies are 3-4x more likely to be born too early, too small, or to die before their first birthday.

Access to Child Care

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

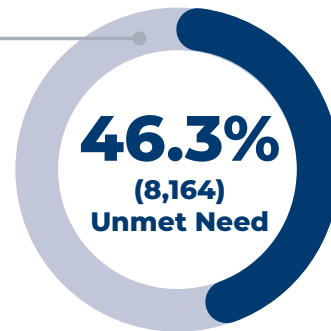
Infant/Toddler Unmet Need for Subsidized Care (2021)²¹

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



Preschool Unmet Need for Subsidized Care (2021)²¹

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



Child Care Professionals Work in a Critical and Fragile System

There is a significant need for investment and expansion in ECE licensed facilities. We estimate that the facilities cost to meet demand for licensed ECE child care in Alameda is likely in the range of \$2 billion to \$4 billion.²²



96%
of Alameda County ECE educators identify as women. (2020)¹³



75%
of ECE educators in Alameda County worry about paying their monthly bills. (2022)²⁴



80%
of Alameda County ECE educators identify as women of color. (2020)²⁴



52%
of ECE educators are over 50 years old.²⁴



20%
of providers at child care centers reported earning less than \$15 per hour. (2020)²³

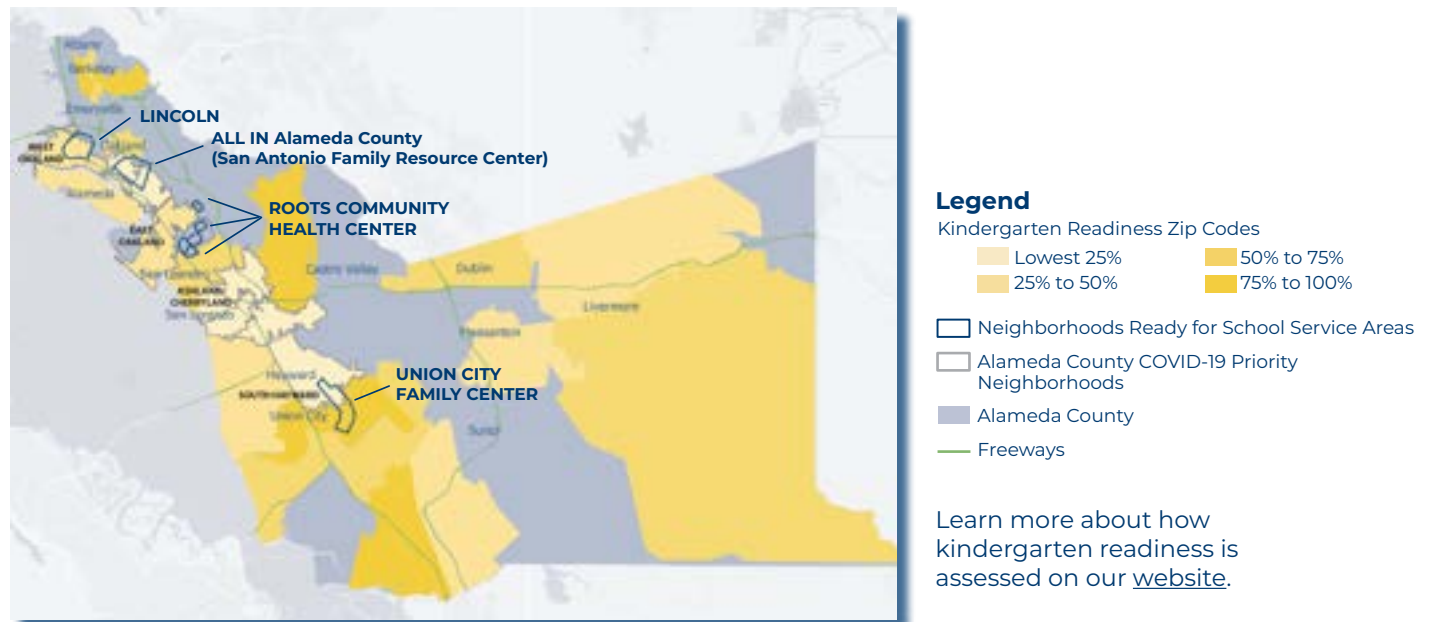
Between March 2020 and January 2021, 153 (7%) of licensed child care facilities in Alameda County closed permanently.²⁵ From 2019 to 2021, there were 21 fewer licensed care centers and 270 fewer family child care (FCC) sites in Alameda County.²⁵

Child Outcomes

[First 5's 2018 longitudinal study](#) found that four in five children who are behind in kindergarten are still behind in third grade, a predictor of high school graduation and later health and career success.²⁶

We find that differences in kindergarten readiness are largely attributable to inequities in access to resources. The greatest movable factor continues to be child health and well-being, which is tied to socioeconomics, housing stability, and stress among parents/caregivers.²⁷

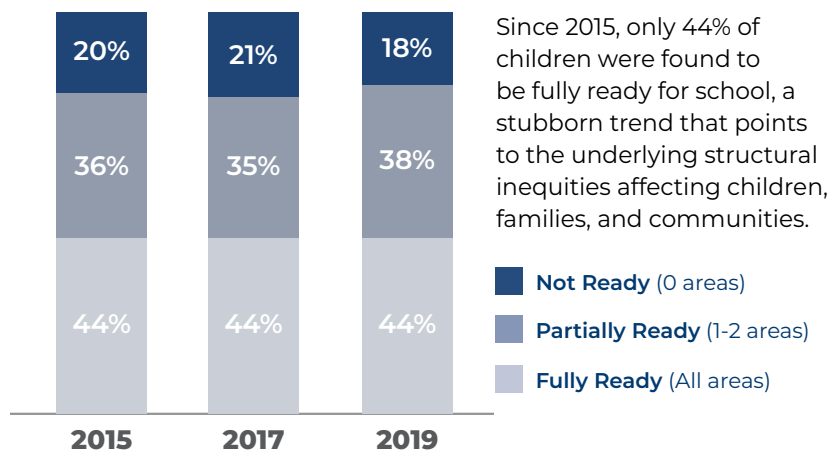
Kindergarten Readiness (2019)²⁷



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

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

Kindergarten Readiness 2015–2019²⁷



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

4 in 5
 children who are not ready for kindergarten continue to struggle academically in third grade. (2018)²⁶

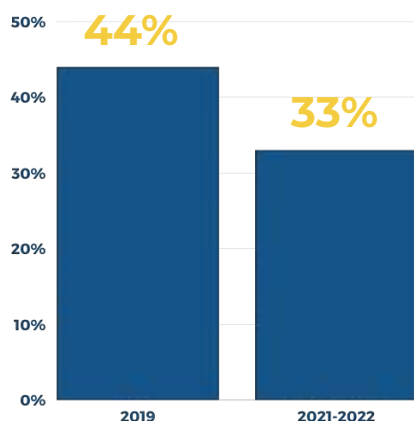


MEETING THIS MOMENT IN TIME

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

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

First 5 Alameda County's 2021-22 Kindergarten Readiness Assessment (KRA) findings and recommendations point to systemic inequities and show how our county can reassess policies, programming, and investment in communities, families, and schools to increase kindergarten readiness. First 5 Alameda County is focused on building and evolving an equity-centered early childhood system that matches the priority areas identified in the KRA study, and the "[Roadmap to Kindergarten Readiness](#)" (see figure on page 16).



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

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

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



SUMMARY OF STRATEGIC PLAN PARTNER FEEDBACK

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

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

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



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

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

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

Looking ahead for fiscal year 2025-26, First 5 Alameda County will continue making progress on:

1. Implementing the Children’s Health and Child Care Initiative (Measure C) and Oakland Children’s Initiative, local tax measures aimed at strengthening the early learning and care system. Our role is to administer the portion of these taxpayer funds allocated for child care, preschool, and early education for children in Alameda County and Oakland. With the goals of increasing overall educational attainment and reducing disparities in outcomes, such as kindergarten-readiness, First 5 Alameda County is committed to stewarding these public resources responsibly and effectively in partnership with advisory bodies and other community partners—particularly parents, caregivers, and early care and education professionals. Both initiatives create critical opportunities to realize needed systems by strengthening the mixed-delivery system and supporting the ECE workforce.
2. Updating and operationalizing the 2022-2027 Strategic Plan according to the agency’s expansion and system building efforts utilizing a whole community, whole family, whole child approach.

OUR APPROACH

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

Our work is to ensure that policies, systems, communities, and schools are ready to support families and children to position them for life-long educational success, health, and well-being.

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



PLACE

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

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

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

– Dr. Raj Chetty

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

PEOPLE

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

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

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

– Dr. Philip Fisher, RAPID-EC

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

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

POLICY

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

- Measuring continuous improvement in service to equity
- Evolving quality early care and education and capacity-building for the field
- Expanding local pediatric strategies and systems care coordination capabilities (through Help Me Grow and DULCE)
- Using data and policy advocacy to advance local, state, and national investments in people, place, and systems
- Administering The Children's Health and Child Care Initiative for Alameda County (Measure C) and other local, state, and federal funding initiatives
- Implementing the Early Development Instrument (EDI) as the new Kindergarten Readiness Community Study tool to gather valuable insights into the conditions that support family well-being and child development
- Advancing policies and supports for early childcare workers' professional development, workforce diversification, and equitable compensation and working conditions that support providers and quality care

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



COMMITMENT TO EQUITY

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

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

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

In 2022, we committed to an agencywide process to create a shared understanding of equity to capture our current work, intentions for continuous learning and improvement, and commitment to accountability. A key consideration is how best to utilize our role within the Early Childhood System of Care to *operationalize* our shared understanding of equity. Our work is guided by a population-level result—all children are ready for kindergarten—which informs efforts to ensure that policies, systems, communities, and schools support families and children by creating the conditions that position all for success.

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

EQUITY STATEMENT

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

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

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

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

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

PRINCIPLES

PRINCIPLE 1

UNDERSTAND THE PAST, THE PRESENT, & YOUR INFLUENCE

Understand and acknowledge the federal, state, and local* government’s role in impacting society at a wide scale to this day—whether positive, negative, or seemingly neutral

PRINCIPLE 2

CONSISTENTLY ADDRESS ROOT DRIVERS

Target the fundamental root drivers of gaps and inequities and prioritize the people who have traditionally been excluded, recognizing these investments will benefit all

PRINCIPLE 3

WORK IN PARTNERSHIP WITH IMPACT IN RELEVANT COMMUNITIES

Leverage the expertise and experiences of all to promote equity, particularly leaders of color and their communities

PRINCIPLE 4

ADOPT A CONTINUOUS LEARNING & ADAPTIVE APPROACH

Acknowledge that the scale and complexity of reaching racial equity will require ongoing commitment, action, and adjustments to drive meaningful change and strengthen our democracy

PRINCIPLE 5

BE TRANSPARENT & ACCOUNTABLE

Build public trust and accountability in the long-term commitment for racial equity through data-driven decision-making and outcome tracking

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



WORKING IN PARTNERSHIP

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

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

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

In the years ahead, we commit to:

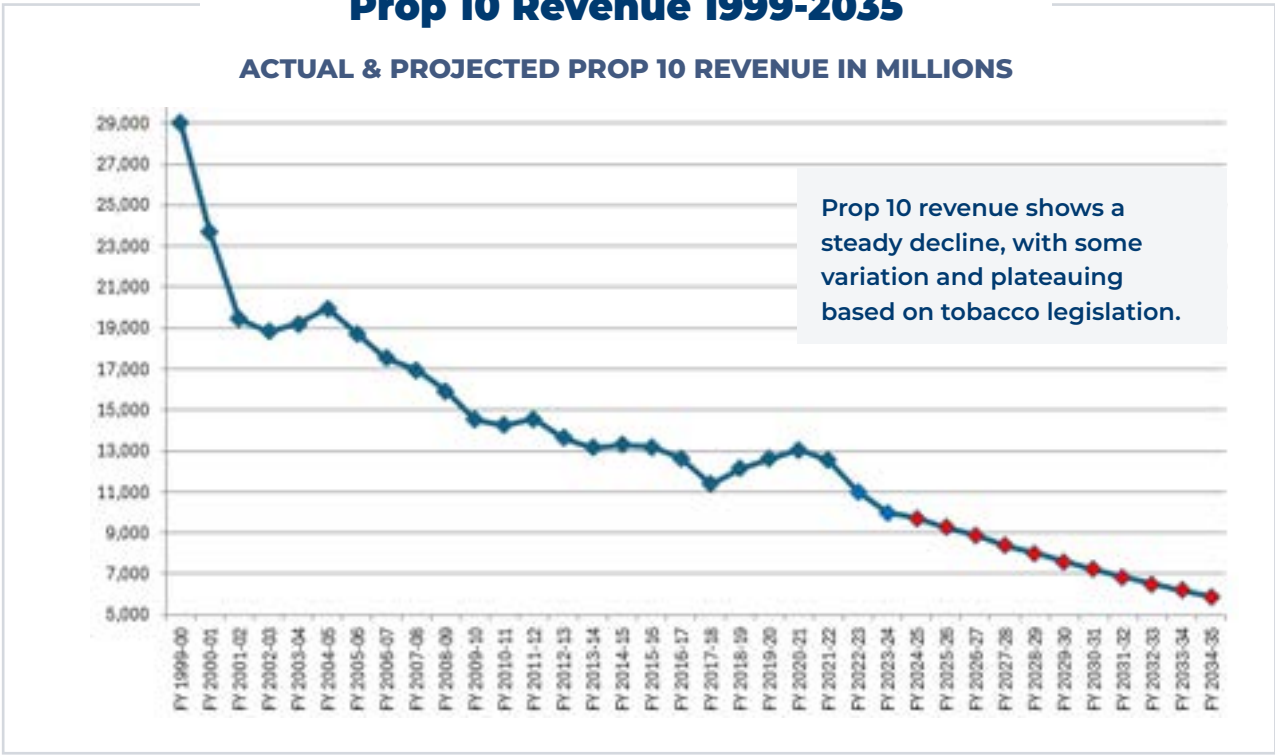
- Adopting agency principles for partner engagement in all facets of our work. We are examining existing models and frameworks, including those introduced via the First 5 Association, the Ripples of Transformation, the Center for the Study of Social Policy's manifesto for parent engagement, as well as frameworks adopted by other public agencies, to inform the development of agency principles
- Engaging in a cross-agency effort to operationalize shared principles and goals to align our work, ensure operational equity, and focus the direction of partner engagement
- Assessing our current approach and practices including resources to support parent, community, and partner participation
- Providing the necessary resources and capacity to support this agencywide initiative
- Adopting community advisory and governance mechanisms as mandated by legislation to administer funding from the Oakland Children's Initiative and the Children's Health and Child Care Initiative for Alameda County (Measure C)
- Continuing the convening of community advisory and governance bodies to administer funding from the Oakland Children's Initiative and the Children's Health and Child Care Initiative for Alameda County (Measure C) in ways that engage stakeholders and include the community in participatory policy-making

2022–2031 STRATEGIC PLAN PARAMETERS & FINANCIAL PICTURE

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

- **Continue to diversify revenue to support building an equity-centered early childhood system**, including partnerships with the county Medi-Cal managed care plan, Social Services Agency, Alameda County Health and other public entities to scale First 5 Alameda County programs fundamental to an early childhood system. This includes leveraging our infrastructure (financial, contract, staff expertise) to build out an equity-centered early childhood system.
 - Proposition 10 has been shoring up the early childhood system in preparation for the type of public investments we are now seeing from our managed care plan to support pediatric care coordination, the Oakland Children's Initiative (Measure AA), and the Children's Health and Child Care Initiative for Alameda County (Measure C) for early care and education.
 - We have temporarily used our sustainability fund to offset Proposition 10 reductions while planning for diversified revenue sources and scale of successful programs.
- **New public funding preserves the flexible Proposition 10 funding to resource the early childhood system**, for example investments in birth equity programs and advocacy supporting the “family” part of the system.
- **Utilize a largely contracted and community-based, equity-focused model for Proposition 10-funded activities**, including direct services. Available Proposition 10 funds can be used to support proof-of-concept strategies for policy and systems change and provide funding to community-led initiatives. As a declining revenue source, it is not a sustainable funding stream to scale direct services staffed by First 5 Alameda County, or those we consider part of the county safety net.





Source: First 5 California, September 2024

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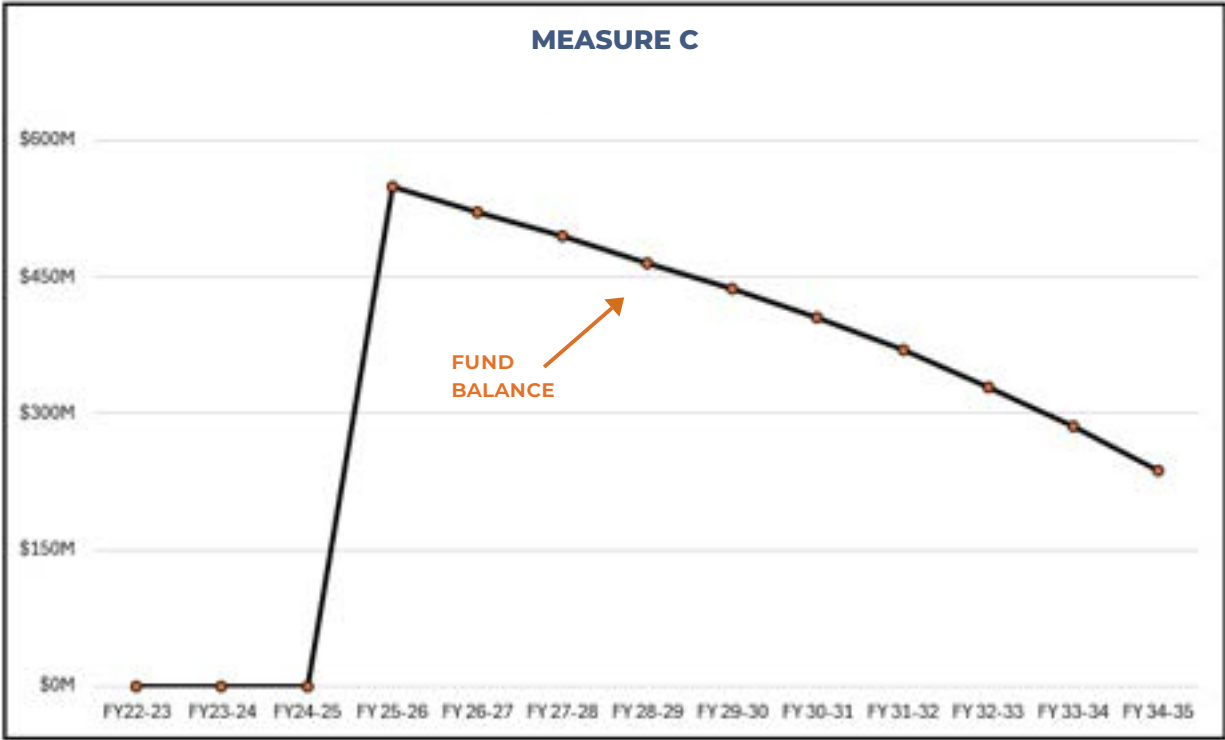
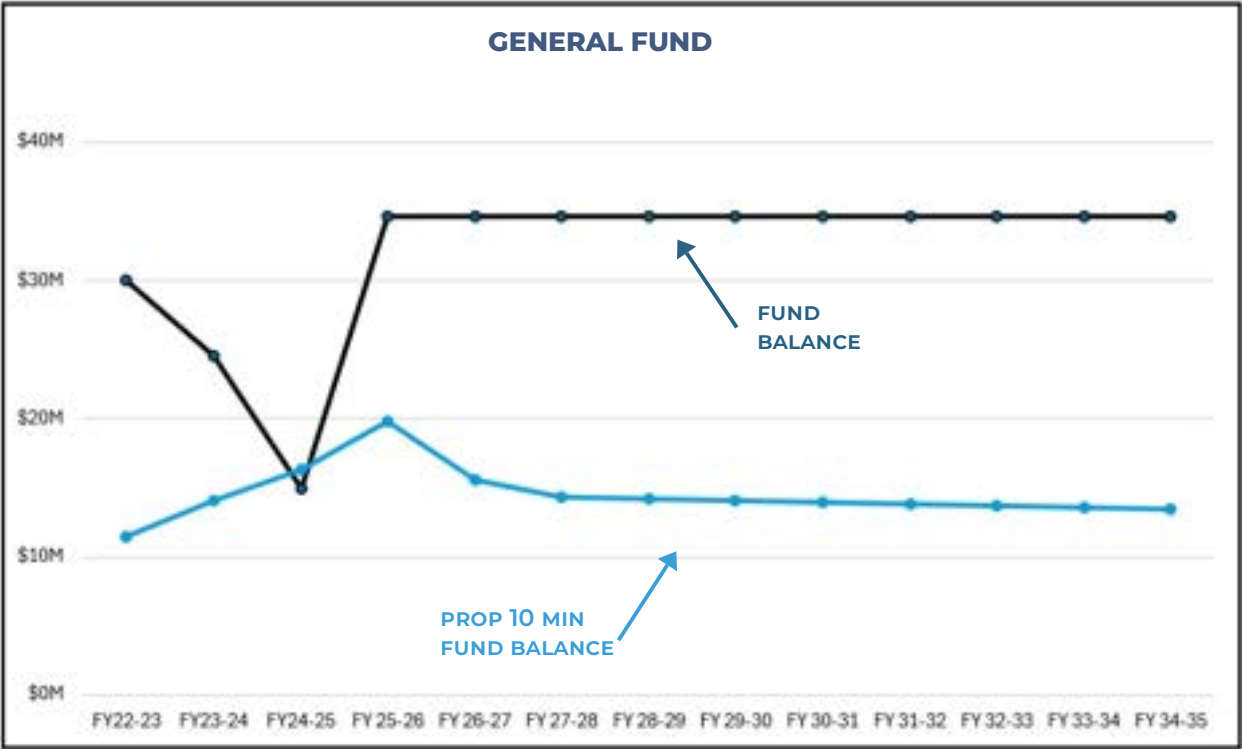
“There is no going back to a normal that did not work for so many. We do not need a recovery but a reimagination, restructuring, and renewal that challenges inequality and lifts commonality.”

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



Long Range Financial Plan FY 2022-2035

BUDGET & FUND BALANCE IN MILLIONS



LOCAL REVENUE FOR EARLY CARE & EDUCATION

Additional Resources Create Opportunity

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

In Alameda County, there are two active ballot measures related to early care and education (see Appendix C for more details):

- 1. The Oakland Children's Initiative (Measure AA)** was passed in November 2018 and upheld by the courts in 2021. The Oakland Children's Initiative is funded by a parcel tax projected to provide approximately \$30 million annually in funding for early care and education and college preparedness programs for Oakland residents. In December 2022, First 5 Alameda County was awarded the contract to serve as the Early Education Implementation Partner for the Oakland Children's Initiative
- 2. The Children's Health and Child Care Initiative for Alameda County (Measure C)**, a countywide measure, was passed by voters in March 2020 and names First 5 Alameda County as the administering agency of the Child Care, Preschool, and Early Education portion of the revenue. The Children's Health and Child Care Initiative for Alameda County is expected to raise approximately \$150M annually for early care and education. The Measure was upheld by the courts in April 2024. In fiscal year 2024-25, First 5 began a year of planning to develop the initial five-year program plan and budget for approval by the First 5 Alameda County Commission and the Alameda County Board of Supervisors. In fiscal year 2025-26, First 5 will begin implementation of the initial Measure C investments, see Appendix D.

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

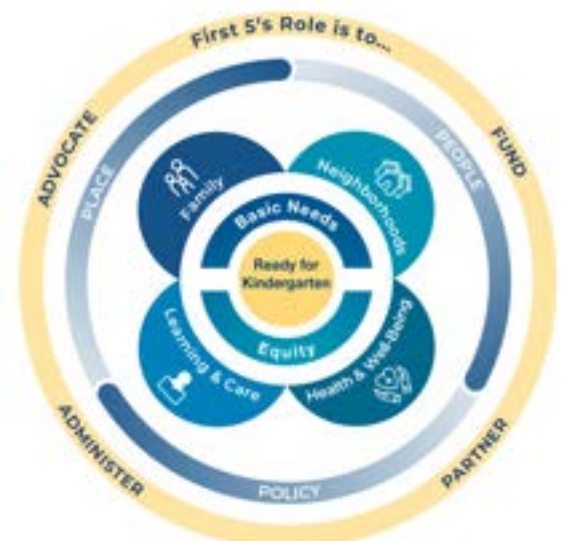


Figure 1. An early childhood system of care cultivates community and family conditions for children's kindergarten readiness.

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

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

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



Seizing Opportunities for Systems Building

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

The systems change opportunities for the early care and education system locally are profound. Measures AA and C generate approximately \$180 million annually to support Alameda County's early learning and care system. The community, providers, and public systems partners are all collaborating to implement these measures and build effective new systems as described in the Measure C 5-Year Plan (see Appendix D). The Measure C 5-Year Plan was developed with guidance from the Measure C Community Advisory Council and requires approval from the First 5 Alameda County Commission and the Alameda County Board of Supervisors (expected June 2025).



PROGRAM STRATEGIES

Overview

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

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

The evolution of our method of systems building has required us to take a multi-pronged approach, incorporating place-based investments, administration of programs, and building policy, data, evaluation, and communications capacity to articulate impact and advocate for resources.²⁸

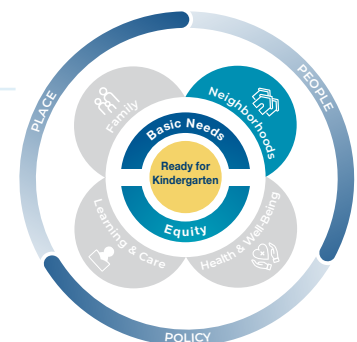
Using the Place, People, Policy implementation framework, First 5 Alameda County is catalyzing increased access to services and supporting family-friendly community conditions. This enabled us to be nimble in our response to the ongoing COVID-19 pandemic, alongside support of building an equity-centered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



Neighborhoods Ready for School

PURPOSE

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



Our 2019 Kindergarten Readiness study confirmed the importance of this place-based approach. We found that neighborhood assets, especially the presence of mutual support among community members, along with sidewalks, walking paths, and libraries, significantly boost children's school readiness.²⁹ Families earning at least \$50,000 per year were significantly more likely than lower income families to report the availability of each asset in their neighborhood. Higher income families reported 6.1–6.7 assets in their neighborhoods, while lower income families reported 4.5–5.5 assets. Children in both low-income families and higher-income families had significantly higher kindergarten readiness if they also lived in asset-rich neighborhoods.

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

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

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



GOALS

1. Work with NRFS sites to implement the strategies developed in response to the priorities and needs identified by the community as part of the facilitated strategic planning process completed in fiscal year 2023-2024.
2. Concentrate First 5 programs in NRFS catchment areas to leverage investments and generate multiplier effect across the neighborhoods.
3. Develop an essential data set for reporting and analysis to understand impact, identify areas for continuous improvement, and ease the reporting burden on grantees.
4. Invest in school district, service provider capacity and partnerships, and community infrastructure that supports families (housing, libraries, parks) and kindergarten readiness.
5. In collaboration with NRFS agencies use the qualitative and quantitative data collected from neighborhood partners and other sources to advocate for policy and systems changes that will help to improve conditions for families with young children.
6. Showcase successes and local stories that demonstrate effectiveness to support sustainability of the NRFS models.



Early Care and Education (ECE)

PURPOSE

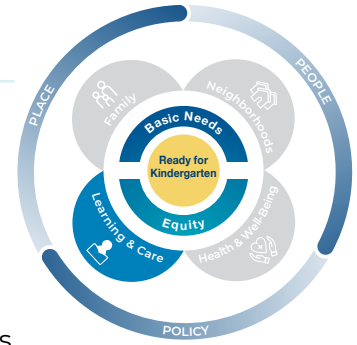
Early Care and Education (ECE) is a cornerstone of the early childhood system and a vital part of the local economy. However, the field has historically been under-resourced and underappreciated.

Participation in ECE is a leading factor in predicting kindergarten readiness, as research has shown that **participation in ECE significantly narrowed readiness gaps**.²⁹ Our biannual Kindergarten Readiness Community Studies have consistently found less than half of children in Alameda County are fully ready for kindergarten, largely due to socioeconomics tied to structural racism, with particular consequences for African-American and Latinx children.

Affordability is a major barrier to accessing ECE. The cost of child care has risen 68% since 2014; a family of four in Alameda County with a preschooler and an infant pays one-third of their income toward child care costs.¹³ At the same time, there is a significant gap in access to subsidies for income-eligible families with an unmet need in 2018 of 91% of eligible infants and 46% of eligible preschool children in Alameda County.²¹ The pandemic worsened existing inequities, with families facing historic levels of job loss, school and child care closures, and food insecurity.

ECE professionals are an underpaid and aging workforce, with high attrition rates. Eighty-seven percent (87%) of Alameda County ECE professionals, 79% of whom identify as Black, Indigenous, or other women of color, are considered very low-income for the county.²⁴ Across the county, the number of licensed family child care providers declined by 34% between 2007 and 2019.²¹ These operational challenges increased during the pandemic. We estimate that the Alameda County ECE field lost \$395 million in fiscal year 2020-2021 alone (\$220 million without taking into consideration the increased cost of providing care) and these losses are expected to continue in the current fiscal year.³⁰

To better support families and educators and to improve the spaces where students learn, Alameda County voters made significant investments in children and families through their support of two local ballot measures—the Oakland Children’s Initiative (Measure AA) and the Children’s Health and Child Care Initiative for Alameda County (Measure C). As the implementation partner and administrator of these measures, First 5 is taking on the complex and deeply fragmented system that has traditionally patched together early education in Alameda County and is now serving as the public system backbone to these initiatives.



GOALS

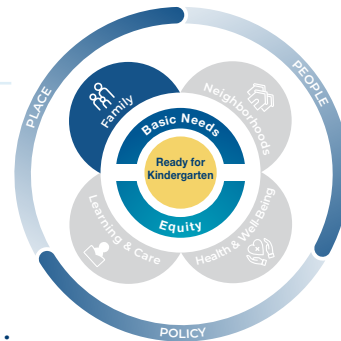
1. Work with partners to design, administer, and implement programmatic strategies for two local child care measures—the Oakland Children’s Initiative (Measure AA) and the Children’s Health and Child Care Initiative for Alameda County (Measure C).
2. Co-design with community, families, and provider partners a more equity-informed approach to the early learning and care ecosystem inclusive of the full mixed delivery system.
3. Shift First 5’s resources from formal assessment and rating to support early learning and care professionals in coordinated training, coaching, mentorship, professional learning communities, curriculum support, stipends, and other financial supports, where allowable.
4. Provide core infrastructure support to the local Quality Counts California activities in Alameda County and maintain county readiness for additional partnership and funding opportunities.
5. Increase the number of FCC and FFN providers participating in Quality Counts, especially those serving low-income, dual-language learners, children with special needs, and children experiencing homelessness.
6. Expand partnerships with community organizations and public agencies such as parks and recreation departments and libraries to serve children outside of formal care settings, while identifying ways to increase and improve place-based support for FFNs and FCCs in Neighborhoods Ready for School (NRFS) settings/neighborhoods.
7. Increase collaboration and integration between ECE and other First 5 programs and investments, including NRFS, Help Me Grow, Parent Partnership, and Fatherhood.
8. Leverage and streamline, in partnership with Data and Evaluation staff, the local use of ECE data systems, including Hubbe and the California ECE Workforce Registry, to strengthen the collection of data and to better support planning, data decolonization, and tools for community partners and the ECE field.
9. Based on the ECE Facilities Needs Assessment, develop and implement strategies to increase capacity and quality of facilities and infrastructure in key areas of unmet need.**
10. Monitor, in partnership with Government Affairs and Policy staff, the implementation of TK-Universal Pre-K and support plans that incorporate best practices for meeting family and children’s needs and support the mixed delivery system.
11. Based on the workforce landscape study, in partnership with the Alameda County Early Care and Education Planning Council, Alameda County Office of Education, and community partners, develop and implement county strategies for leveraging state and local resources to address the well-being of the ECE workforce (e.g., career pathways, wages and benefits, quality jobs, etc.)**



Parent Partnership

PURPOSE

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



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

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

GOALS

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

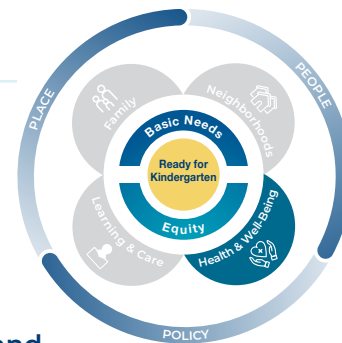




Pediatric Care Coordination

PURPOSE

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



There are more than 32,000 low-income children under age 6 enrolled in Medi-Cal in Alameda County.¹⁴ While Alameda County has been a state leader in enrolling income-eligible children in public health coverage, approximately one in three are not engaging in or receiving regular pediatric preventive care, including but not limited to well-child care and early childhood screenings.³¹ Approximately 85% of children served through Help Me Grow, First 5's centerpiece program of this strategy, are insured through Medi-Cal, and 20% of families served were also referred to services for basic needs, such as food, housing, health care, and child care.³²

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

Fundamental to this strategy is maximizing the family's pediatric visits. Pediatric visits are an entry point to care management, resource referral, and other community supports. Research has shown that expanding community-based care management improves overall family health and well-being.³³

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

First 5 adopted the nationally recognized Help Me Grow model as the primary implementation framework for the PCC strategy. The HMG program provides:

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

GOALS

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





Fatherhood

PURPOSE

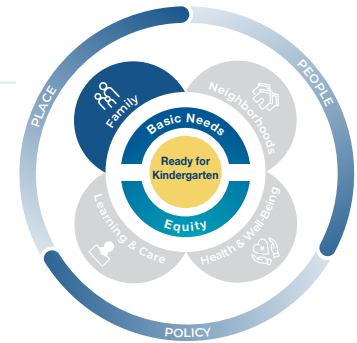
First 5's Fatherhood program is a unique approach to the early childhood system of care's family leadership principles. Historically, early childhood and family and community support programs have focused on serving mothers and children; in most cases, this unintentionally leaves fathers and father-figures out of the equation. The Fatherhood program raises awareness of the benefits of the active role that fathers and father-figures have in early childhood development. We have focused on strengthening collaboration with public systems and community-based organizations to promote and acknowledge the critical roles fathers and father-figures can play. To increase acceptance of and the experiences of fathers and father-figures participating in child development activities, First 5 sponsors training, support groups, and technical assistance geared toward the development of high-quality, father-centered services.

Our Kindergarten Readiness studies have confirmed locally what the national research indicates. High-quality, involved fathering by dads who live in the child's home and apart, has strong, positive impacts on a child's development, including academic achievement, emotional well-being, and behavior.^{34, 35} Locally, we found that fathers who accessed a greater number of community resources (parks, libraries, and museums) with their children contributed to their child's greater readiness for kindergarten.²⁹

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

GOALS

1. Incorporate Fatherhood and Father-Friendly Principles into First 5 structures and infuse Fatherhood strategies into other First 5 strategies: Neighborhoods Ready for School, Pediatric Care Coordination, Parent Leadership, and ECE.
2. Engage fathers/father-figures and male service providers in implementing the Healthy Relationship Principles (HRP) to support organizations and providers with integrating the HRP in their work with families and training providers on how to incorporate the HRP in their work.**
3. Position the Fatherhood work for sustainability and scale through fund development and public systems partnerships.
4. Promote integration of Father-Friendly Principles in public and community-based systems of care.
5. Identify strategies to strengthen internal collaboration and referral pathways for additional public system support connecting fathers to employment, financial education, health, and housing.





AGENCY STRATEGIES

Agency Strategy: Training

PURPOSE

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

Our 2019 Kindergarten Readiness study found that fewer than half of the kindergarten teachers surveyed had received training related to children with special needs, trauma-informed care, cultural humility, and family engagement. Pediatricians have historically had limited specialized training on child development and mental and behavioral health.^{37,38} The same holds true for other direct service workers who serve young children and their families.³⁶ Equally important, parents and caregivers benefit from, and are eager for, information on topics relevant to their young children, but often do not know how to obtain it.³⁹

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

GOALS

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

Agency Strategy: Government Affairs and Policy

PURPOSE

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

Our policy work seeks to shape, support, and sustain policies that proactively address the needs of families with young children and their caregivers in public systems. We anchor our policy efforts to our equity statement and the lessons learned from our program work with staff, community partners, providers, parents, and caregivers. Through our policy work, we mobilize a shared vision of an early childhood system of care that is a network of coordinated and responsive organizations that improve outcomes for children from prenatal to age 5. First 5's biannual Kindergarten Readiness study repeatedly points to the importance of structural conditions, e.g., socioeconomic and access to early care and education, as critical to supporting children's success. In Alameda County approximately one in 10 children under 6 years old lives below the Federal Poverty Level (\$26,500 for a family of four).¹⁵ It takes \$137,660 to meet the basic needs of a two-parent family with one infant and one preschooler.⁸ Alameda County is the second most disparate county in California for children enrolled in licensed early care and education—a key driver for kindergarten readiness.²⁰

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

GOALS

1. Document success of First 5's work catalyzing sustainability, scale, and systems change initiatives that are contributing to the evolution of an early childhood system of care.
2. Convene partners, community, and elected officials and their staff in discussions of policy issues and advocacy specific to the conditions that support communities and families with young children, using findings and recommendations from First 5 Alameda County programs, data, and evaluations.
3. Create an annual policy agenda with input from staff and community; lift messages, insights, and policy priorities learned from programs including direct service needs of parents and caregivers, and gaps in the system.
4. Position First 5 with elected officials, policymakers, First 5 California, and other statewide associations as a key leader, partner, and convener in the work to advance system building and the well-being of families with young children in Alameda County.
5. Craft a policy narrative in support of increased public investments in proven strategies to support an early childhood system of care with input from community leaders and policy makers.



Agency Strategy: Data and Evaluation

PURPOSE

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

Research and data can provide a roadmap to systems change. Our research has pointed to the underlying structural conditions and opportunities necessary to support families with young children. Our Kindergarten Readiness study shows that differences in kindergarten readiness are largely attributable to inequities of access to resources and educational experiences.²⁷ Our 2018 longitudinal study found that four out of five children who are not ready for kindergarten are still not caught up to grade level by third grade, pointing to the importance of early investments in children, families, and communities.²⁶

Working Definitions to Support Continued Learning and Practice:

Data Decolonization refers to practices adopted to intentionally shift focus and ownership of data collection and analysis to Indigenous, Black, and Brown communities.⁴⁰

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

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

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

GOALS

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

Agency Strategy: Communications

PURPOSE

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

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

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

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

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

GOALS

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



**Indicates goals that have been accomplished as of fiscal year 2023-2024.

A photograph of two men and a young child sitting on a green lawn. The man on the left is wearing a dark blue polo shirt and is looking down at the child. The man on the right is also wearing a dark blue polo shirt and is looking at the child. The child is wearing a light-colored shirt and is looking down at something in their hands. The background is a blurred green lawn and some foliage.

INTRODUCTION TO OPERATIONAL SUPPORT FUNCTIONS

First 5 Alameda County Infrastructure Division includes finance, human resources, technology, facilities, planning and project management, and administration.

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

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

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

Administration and Facilities

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

GOALS

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

Finance

PURPOSE

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

Finance focuses on budgeting, financial planning, forecasting, and managing revenue and expenditures for programs core to the agency's mission. First 5 has been updating governance, financial and compliance structures, policies, and practices and building the capacity and infrastructure needed to administer the new public funds (Measure AA and Measure C). The Finance department effectively and transparently communicates fiscal data to the First 5 Alameda County Commission to ensure the ongoing health and viability of the organization.

GOALS

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

Human Resources

PURPOSE

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

GOALS

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

Technology

PURPOSE

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

GOALS

1. Conduct a technology assessment to create a roadmap for decision-making regarding applications for accounting, Salesforce, case management, resource directory, and website applications.
2. Identify, develop, and implement technology solutions that further data integration across agency divisions in support of decision-making, learning, research, policy advocacy, and operations.
3. Plan for the implementation of data systems and data warehouse to prepare for the implementation of additional public funding, including a child care pathways (Centralized Eligibility and Enrollment System) database.

PROPOSITION 10 FY25-26 INVESTMENTS

First 5 is using a Maintenance of Effort approach to this Strategic Plan for fiscal years 2025-2026 to maintain strategy budgets as we seek to build out the early childhood system. The budget will be updated annually.

Family (1,038,596)

Parent Partnership, Fatherhood

Parent Partnership provides direct services to families and children with a focus on maternal and child health and the 0-3 years and uses parent leadership to inform programming and investments. Fatherhood strengthens collaboration with public systems and community-based organizations, increases the representation and improves the experiences of men, fathers, and father-figures through training, strategic messaging, and the development of high-quality father-centered services.

Learning and Care (\$1,098,659)

Early Care and Education, Training

Early Care and Education provides support for centers, family child care (FCC) providers, and family, friend and neighbor (FFN) caregivers with coaching, training, professional development, technical assistance, and financial incentives; funds community-based programming for those children who are not in a licensed early educational setting; and advances systems-building efforts, including workforce development and facilities, utilizing Measure C and OCI funds to expand and strengthen early care and education in Alameda County. Our Training initiative identifies, coordinates, and delivers training to foster a diverse, well-trained provider workforce and support awareness, leadership, and linkages in each of the core components of the early childhood system.

Policy (\$376,959)

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



Neighborhoods (\$1,011,725)

Neighborhoods Ready for School

The Neighborhoods Ready for School initiative is a place-based investment, asset building, and policy response to the relationship and interplay between neighborhood conditions, family and child well-being and the structural factors that contribute to overall health, development, and kindergarten readiness.

Health and Well-Being (\$997,980)

Pediatric Care Coordination

Pediatric Care Coordination connects and strengthens public system and community resources to engage, assess, and connect children, with a focus on Medi-Cal-enrolled families, to pediatric preventative care, medically-necessary services, and community-based programming and support.

Data and Evaluation (\$365,963)

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

Communications (\$368,154)

Communications works with internal and external audiences to inform and guide key stakeholders and decision-makers in understanding, building, and supporting an equitable, sustainable, and comprehensive early childhood system.

Operations and Administration (\$4,008,767)

Operations and Administration includes finance, human resources, technology, facilities, and administration.



MEASURING OUR PROGRESS

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

To understand, track, and guide our progress towards the results outlined in this plan, we use data, research, and parent and community knowledge. Together this information helps us understand how well children and families in the county are doing in areas that we know correspond to kindergarten readiness, such as access to basic needs, participation in early care and education, and neighborhood conditions.

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

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

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

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

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

Implementation

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

Results Based Accountability as a Tool for Equity

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

All Children in Alameda County are Ready for Kindergarten

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

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

For our programs and investments, we ask ourselves:

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

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

APPENDIX A.1: Tracking Our Progress; Program Strategies, Goals, & Investments

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



In support of reaching our “North Star,” we fund organizations and initiatives, partner with parents and caregivers, providers, communities, and organizations and agencies, and administer programs for young children and families. The appendix below details our investments, partnerships, and programs for each year and how they align with the data-driven strategies that are shown to prepare children for kindergarten, outlined in our [Road to Kindergarten Readiness](#). It also shows which strategic goals we have completed to track our progress in implementing the 2022-27 Strategic Plan.

Support Communities

FINANCIAL STABILITY

PROGRAM INVESTMENTS

- Invested over \$5 million in distribution of essential supplies, including diapers.
- Worked with family-serving shelters and provided capital awards, supply stipends, and technical assistance.
- Paid tuition and permit fees for early care educators through the Early Education Apprentice Program, increasing the average apprentice wage of \$19.13 per hour to \$28.00 per hour upon completion of 12 units and receipt of an Associate Teacher Permit
- Invested \$487,000 to support basic needs programming and distribution of diaper kits through a partnership with Neighborhoods Ready for School grantees and SupplyBank.org
- Provided referrals for basic needs support through our Help Me Grow Program; 33% of all referrals from Help Me Grow are for basic needs supports.

THRIVING NEIGHBORHOODS

ACCOMPLISHED GOALS

- Neighborhoods Ready for School, Goal #1: In January 2024, the NRFS partners presented their final four-year strategic workplans and data profiles to First 5, highlighting the needs and priorities of each community.

PROGRAM INVESTMENTS

- As part of the Neighborhoods Ready for School strategy, First 5 funds trusted community organizations and family resource centers to build an ecosystem of support for families in the community.
- First 5 provides training and coaching in early identification to newly recruited family child care providers.
- HMG trains providers to offer their families early screenings and offers direct screening through the Developmental Screening Program; provides care coordination and navigation support to families referred to the Central Access Point (phone line); and conducts community outreach and networking events to stay on top of available services and resources.
- Invested more than \$3 million in four neighborhoods across Alameda County through our Neighborhoods Ready for School Initiative
- Contracted with Cities & People Advisors to facilitate a strategic planning process specific to the Neighborhoods Ready for School initiative to help identify areas of opportunity and to foster alignment with Oakland Thrives' RiseEast

Support Families

FAMILY HEALTH & WELL-BEING

ACCOMPLISHED GOALS

- Parent Partnership, Goal #1: A strategic and visioning brief was completed in February 2024 providing context and recommendations for the evolution of this work.
- Parent Partnership, Goal #2: The assessment was completed, and CAS will transition to the Operations Division to centralize its functions across the agency.
- Parent Partnership, Goal #3: DULCE joined the Pediatric Care Coordination Division and data and lessons learned will inform the division's work.
- Pediatric Care Coordination, Goal #1: This work is completed yearly and remains ongoing, as resources must be updated each year.
- Pediatric Care Coordination, Goal #5: A CalAIM Opportunity roadmap for scaling and sustaining First 5's Pediatric Care Coordination services was developed. The roadmap outlines opportunities and risks with funding streams that support early identification, screening and care coordination, as well as a Care Management Continuum approach and three key phases for First 5 to leverage CalAIM opportunities to enhance care coordination for young children in Alameda County.

PROGRAM INVESTMENTS

- Help Me Grow (HMG) Alameda County supports families to connect to medical check-ups, with particular focus on Medi-Cal clients; trains providers to offer screenings; and provides the HMG central access point (phone line) for information and care coordination.
- Awarded \$1.45 million from the Alameda Alliance for Health for an expanded partnership through HMG program to support access to pediatric preventative care, care management, and quality improvement

- Fund DULCE at Highland Hospital to provide health, family, and legal services to families
- As part of the Alameda County Emergency Child Care Response Team, partnered with Samuel Merritt University School of Nursing and ECE providers to provide health consultation support through the Health Heroes program
- Support Afrocentric playgroups, *promotora* programming. *Promotores* and community health workers are liaisons between their communities and health providers, social service providers, and resources.
- Took lead role on a regional grant application with Contra Costa to support Afghan family resettlement, funding planning and direct services and engaging in community events and advocacy
- Participate in workgroup led by the Alameda County Office of Dental Health to improve access to dental care for the 0-5 age group through communication, outreach, and integration with primary care
- Partner with the Alameda Alliance, federally qualified health centers, and UCSF Benioff Children's hospital on efforts to expand care coordination and navigation to services through pediatric sites
- Our Cultural Access Services program provides language supports and promotes cultural humility and appreciation of the county's diverse population through interpretation and translation for First 5 and partner programs to increase access to community-based services.
- Fund parent and caregiver supports, such as Dad-scussions, Parent Cafés, and culturally specific playgroups, through the work in each of the Neighborhoods Ready for School sites
- Participate in systems building as a member of Alameda County's Perinatal Equity Initiative Steering Committee to dismantle unjust systems and practices that harm Black birthing people and their babies by addressing the causes of persistent inequality and identifying best practices to improve outcomes
- Contracted with Mothers-for-Mothers Postpartum Justice to support a pilot project, Honoring & Unifying Gatherings (HUGs), which will partner with local Black-owned cafes to provide a safe space for new mothers, birthing people, and caretakers of infants in the community to come and connect with each other weekly over a free beverage and pastry
- Contracted with TLC Consulting & Maternal Healing-Midnight Milk Program to offer free afterhours infant feeding, pregnancy, and postpartum virtual support group to address existing inequities in accessing lactation support, as well as workforce development for participants interested in becoming lactation peer educators or birth workers
- Created a new Pediatric Care Coordination division, secured philanthropic funds to hire a director to oversee that division, and expanded our Pediatric Care Coordination staffing and capacity to reach even more Alameda County children and families
- Renewed funding for our Help Me Grow and DULCE programs and collaborated with local partners, including our local Medi-Cal Managed Care Plan and Alameda Health System leadership, to identify additional funding sources to sustain these vital programs, which led to the successful 154% increase of Help Me Grow's annual budget
- Enrolled and provided enhanced support for 162 families at Highland Hospital's family birthing center through Project DULCE, which provides a family specialist in the pediatric setting to support connection of the families to needed resources, including legal support
- Served 8,600+ children and families through our Pediatric Care and Coordination division, which provides care coordination, connection to pediatric visits, developmental screenings, health and parenting education, resource information, family navigation, and/or peer support
- Benefited 1,323 children and 1,451 parents through investments in lactation supports for African American mothers and birthing people, with leadership from Alameda County Public Health Department, as part of our Birth Equity policy agenda
- Funded HUGS Cafes, a program of Mothers-for-Mothers Postpartum Justice Project, which partners with local Black-owned cafes to provide safe spaces for Black mothers, birthing people, and caregivers of infants in the community to gather and connect once every week. The program benefited more than 700 Black and African American women. Participants have reported maintaining continued relationships, connections, and support networks beyond the structured HUGs sessions.



EARLY CARE & EDUCATION

ACCOMPLISHED GOALS

- ECE, Goal #9: ECE Facilities Needs Assessment has been completed and focus now turns to implementation.
- ECE, Goal #20: The first Workforce Taskforce and preliminary landscape study with Social Policy Research Associates (SPRA) has been completed and focus now turns to implementation.

ONGOING

- Named administrator of Measure C: Children's Health and Child Care Initiative for Alameda County. The agency will now begin implementation of Measure C building off prior years' work to prepare for its role as administrator by restructuring the agency, convening an ECE Workforce Task, conducting an ECE Facilities Needs Assessment, and preparing for the staffing, facilitation, and orientation of the Measure C Community Advisory Council (CAC) members. (See Appendix D)
- Selected as the Early Education Implementation Partner for the Oakland Children's Initiative (OCI). In the first year of implementation, First 5 has allocated more than \$10 million to stabilize and strengthen existing early education programs at Oakland Unified School District and the City of Oakland Head Start. Initial allocations fund growing staffing needs and supports, family navigators, and one-time physical infrastructure projects to improve and increase capacity of current early care sites.

PROGRAM INVESTMENTS

- Awarded \$1,000,000 from Alameda County Social Services Agency in General Fund to build a countywide child care centralized eligibility list (CEL) that will help caregivers access subsidized child care
- Expanded number of licensed family child care providers participating and benefiting from Alameda County Quality Counts, building peer support
- Jointly funded Alameda County's ECE Apprenticeship Program to provide CalWORKs participants training, advanced degrees, and employment in ECE settings; advocated for additional investments in the model
- HMG care coordination and family navigation services provide connections to services and supports for parents and caregivers, as well as emotional support
- Supported child care providers with technical assistance in English, Spanish, and Chinese for the statewide Minor Renovation and Repair Grant Request for Applications for both centers and family child care
- Support libraries to provide children's books in multiple languages, offer playgroups, provide take-home resources for parents, including over 1000 literacy kits, and provide developmental screening and referral on-site through HMG
- Hired a permanent Director of Early Care and Education and increased staffing and capacity to lead the implementation of the Oakland Children's Initiative Early Education Fund
- Supported 153 Family, Friend, and Neighbor (FFN) child care and 97 Family Child Care (FCC) providers with quality improvement programming such as trainings and individualized supports

Support ECE Professionals, Teachers, and Care and Education Systems



KINDERGARTEN TRANSITION SUPPORTS

ACCOMPLISHED GOALS

- Fatherhood, Goal #2: In 2023, Healthy Relationship Principles (HRP) were adopted, and a new learning community was implemented. The focus now shifts to supporting their implementation in internal programs and with funded partners.

PROGRAM INVESTMENTS

- Funded school districts in Alameda County, using an equity index, to support kindergarten transition programming (educational materials, books, tablets) and supports for families (basic needs)
- Developed a Summer Pre-K (SPK) Program that partnered with low-performing and high need elementary schools in Alameda County, providing quality transitional early childhood experiences for children without prior preschool or child care experience entering kindergarten in the fall
- Through the Neighborhoods Ready for School (NRFS) initiative, community partners promote child-and-family friendly communities, strong families, and school readiness
- Leader of Alameda County Fathers Corps, a collaborative focused on empowering and supporting fathers, service providers, agencies, systems, and the wider community to raise awareness of the critical role of fathers and father-figures and the benefits of active father involvement on young children's development; provide training and support to service providers with implementation of the Father-Friendly Principles; and advocate for more father-specific and father-friendly services
- Awarded grants to community-based organizations to provide drop-in groups to support fathers in addressing their challenges in accessing public and community supports
- Partnered with 10 libraries across the county to facilitate story time and playgroups for the community, where families are also connected to the Help Me Grow program, with which they can access support and resources for children's development, learning, and behavior
- Invested \$227,000 in support of the Oakland Unified School District Summer Kinder/TK Program. Funding also supports year-round school readiness and transition programming
- Fathers Corps program celebrated its 10th anniversary, completed an evaluation of the program, and rolled out a new set of Healthy Relationship Principles for organizations engaging fathers
- 411 fathers, father-figures, educators, and providers engaged in workshops, activities, and trainings during the 2023 Fatherhood Summit.



SUPPORTED EDUCATORS & SYSTEMS

ONGOING

- Named administrator of Measure C: Children's Health and Child Care Initiative for Alameda County. The agency will now begin implementation of Measure C building off prior years' work to prepare for its role as administrator by restructuring the agency, convening an ECE Workforce Task, conducting an ECE Facilities Needs Assessment, and preparing for the staffing, facilitation, and orientation of the Measure C Community Advisory Council (CAC) members. (See Appendix D).
- Selected as the Early Education Implementation Partner for the Oakland Children's Initiative (OCI). In the first year of implementation, First 5 has allocated more than \$10 million to stabilize and strengthen existing early education programs at Oakland Unified School District and the City of Oakland Head Start. Initial allocations fund growing staffing needs and supports, family navigators, and one-time physical infrastructure projects to improve and increase capacity of current early care sites.

PROGRAM INVESTMENTS

- Expand participation in the number of providers participating in Quality Counts program for quality improvement, coaching, professional learning communities, and quality grants
- Investing in training (over 4.5k attendees and 11k YouTube views) to strengthen providers' and families' understanding of best practices for early education, mental health, family support, health, and administration
- Financially support school districts with kindergarten transition efforts, including through the Community Resilience Fund grants allocated using an equity index
- Partnered with Alameda County Social Services Agency and Supplybank.org to distribute 880 air purifiers to 440 family child care providers
- Administered \$3 million in family child care grants provided by Alameda County Social Services Agency from CARES Act funds
- Invest in the CARE Family Resource Navigation program, which has been effective in supporting families experiencing homelessness with child care and access to basic needs
- Distributed over 12,000 backpacks with supplies to incoming kindergartners through schools and community partners
- Convened 47 cross-sector stakeholders on First 5's Early Childhood Education Workforce Development Task Force to inform initial recommendations for a more coordinated local response to the ECE employment crisis
- Provided more than 50 trainings and learning opportunities for parents, caregivers, providers, and professionals in the ECE field
- Distributed \$288,430 in professional development and training stipends to ECE professionals and caregivers participating in First 5's Quality Counts program
- Together with Alameda County Social Services Agency and Tipping Point Community, continued to fund the Early Education Apprentice Program, administered by YMCA of the East Bay, which provides financial and academic support, as well as on-the-job training and mentorship while students pursue their ECE-related degrees and teaching permits

APPENDIX A.2: Tracking Our Progress; Policy Advocacy Efforts

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



First 5 Alameda County works to advance county, state, and federal policies through budgetary, legislative, and administrative advocacy to cultivate an equity-centered local early childhood system of care that prepares and supports children, families, and communities so that children are ready for kindergarten. Below are the policy advocacy activities we've engaged, by year, to advance each of our priority issue areas, to ultimately make progress toward our "North Star."

Support Communities

FINANCIAL STABILITY

- Advocated for increases in economic supports for families at local, state, and federal levels, e.g., child tax credits, diaper banks, supports for CalWORKs
- Funded the [evaluation](#) of Help A Mother Out's diaper distribution and provided a [letter of recommendation](#) for the successful application to the California Commission on the Status of Women for a \$25,000 Women's Recovery Response grant
- Signed on to an [open letter from the National Collaborative for Infants and Toddlers](#), laying out a vision for increased investments in prenatal-to-three issues in 2022 and beyond
- Provided [public comment](#) to support Stable Rents and Stable Families campaign to strengthen rental protections for the unincorporated communities in Alameda County
- Provided public comment in support of [AB 2053: The Social Housing Act \(Lee\)](#) to connect early childhood and affordable and stable housing
- Submitted a [comment letter](#) to the City of Oakland's General Plan Housing Element highlighting the housing needs of families with young children and early care and education professionals living in Oakland and Alameda County

- Signed-on to a [federal letter](#) urging Congress to include housing investments in the revised budget reconciliation bill
- Submitted a letter in support of SB 1083 to increase access to homeless assistance support for pregnant CalWORKs families, which was signed into law in September 2022
- Supported AB 230 (Reyes) and SB 59 (Skinner), which proposes increased access to period products as a form of basic needs
- Signed on to a letter and provided public comment supporting a State Budget Proposal for \$30M over three years for diaper and wipe distribution
- Submitted a federal [regulatory comment](#) in support of proposed updates to modernize the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) by allowing online ordering and transactions and food delivery
- Submitted a letter of support for AB 309 (Lee) which proposed to increase access to affordable and stable housing
- Submitted a [letter](#) to our Alameda County State Delegation urging them to support policies that aid families through the pandemic including increased paid family leave and state disability insurance payment rate, extending access to COVID supplemental paid sick leave as well as streamlining construction of affordable housing
- To elevate diaper need as a gap in the safety net, presented the findings from our Help a Mother Out Diaper Bank Evaluation at the California Welfare Directors Association annual conference in October 2022
- Signed onto a [letter](#) urging the Governor to sign SB 951 (Durazo): Affordable Paid Leave for All into law. SB 951 would increase wage replacement rates for PFL + SDI to 90% for lower wage workers by January 1, 2025, making paid family leave and state disability insurance accessible to all Californians.
- Provided public comment at state committee hearings in support SupplyBank.org's budget proposal for a statewide diaper bank program

THRIVING NEIGHBORHOODS

- Signed on to a [budget letter](#) requesting that the California legislature and administration increase wage replacement rates for low-wage workers in the State Disability Insurance and Paid Family Leave programs
- In partnership with the City of Oakland, submitted a [one-time state budget request](#) to improve Oakland's play spaces for young children and their families
- Funded an [evaluation](#) of our place-based Neighborhoods Ready for School strategy to inform policy advocacy and public investments
- Partnered with parents and caregivers to inform the design, implementation, and interpretation of the [2021-22 Kindergarten Readiness Assessment](#) study as part of a research to action approach and commitment to equity
- Submitted letters of support for [AB 2517 \(Bonta\)](#) and AB 1321 (Bonta) which propose to establish a two-year California Coordinated Neighborhood and Community Services grant program to implement new, and strengthen existing, neighborhood and regional cradle-to-career networks to reduce inequities and increase economic mobility in communities across California through integrated place-based support systems
- Advocated to ensure equitable implementation of CalAIM; submitted a [letter](#) to the state budget subcommittees in response to the state's proposed sunset of the Child Health and Disability Prevention program
- Submitted a [letter](#) to the City of Oakland in support of San Antonio Neighborhood's recommendations and

work with neighborhood members to finalize and implement a Master Plan that supports the health and well-being of children ages birth to 5

- Submitted a [letter of support](#) for AB 1321 (Bonta): California Coordinated Neighborhood and Community Services Grant Program, which would have established a California Coordinated Neighborhood and Community Services grant program to implement new, and strengthen existing, neighborhood and regional cradle to career (C2C) networks to reduce inequities and increase economic mobility in communities across California through integrated place-based support systems
- Provided [public comment](#) to the Draft PY21–24 Regional Plan Biennial Modification highlighting the workforce needs of families with young children and early care and education professional living and working in Alameda County
- Submitted a [letter of support](#) for AB 309 (Lee): Social Housing Act, which would introduce social housing to California

Support Families



FAMILY HEALTH & WELL-BEING

- Submitted a letter in support of [AB 1995](#), a proposal to eliminate monthly Medi-Cal premiums or copayments so that low-income households can put resources toward other essential needs
- In support of continuous Medi-Cal eligibility, AB2402, Diana Garcia, Data and Policy Analyst, [gave testimony](#) (beginning at the 2:36:50 mark) at the California State Assembly
- Submitted a letter in support of [SB 65 the California Momnibus bill](#), which would re-imagine maternal health to improve perinatal outcomes, close racial disparities in maternal and infant mortality and morbidity, and improve data collection and research on socioeconomic factors that contribute to negative birth outcomes
- Provided the California Department of Health Care Services feedback on a draft of the Medi-Cal Community Health Worker Provider Manual to ensure that its language supports implementation to advance health equity
- Wrote a [letter](#) to the state supporting the California Department of Public Health's Maternal, Child and Adolescent Health priorities to advance health equity for women, birthing people, children, adolescents, and families
- Signed on to a [letter](#) rejecting the Governor's proposal to delay implementation of the Community Health Workers, Promotoras, and Representatives (CHWPR) workforce and training funds and signed on to a letter requesting that the Governor use funds from the Managed Care Organization Tax Proposal to raise CHWPR wages
- Submitted a [letter](#) in support of AB 583 (Wicks), which would establish the Birthing Justice for California Families Pilot Project to support specified groups, including community-based doula groups, to provide full-spectrum doula care to pregnant and birthing people who are low income and do not qualify for Medi-Cal or who are from communities that experience high rates of negative birth outcomes, among others
- Published a Birth Equity Policy [Brief](#) highlighting recommendations and local strategies to ensure Black women and birthing people have safe and healthy births

- Signed on to a [letter](#) rejecting the Governor’s proposal to delay implementation of the Community Health Workers, Promotoras, and Representatives (CHWPR) workforce and training funds. We also signed on to a letter requesting that the Governor use funds from the Managed Care Organization Tax proposal to raise CHWPR wages.
- Supported Alameda County Social Services Agency ask for three enrollment office mobile vehicles to help connect families to program and services they are eligible for
- Supported Asian Health Services and UCSF Oakland Children’s Hospital with letters of support for Health Resources and Services Administration (HRSA) federal funds to increase childhood developmental screenings and necessary follow-up services and referrals



EARLY CARE & EDUCATION

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

Support ECE Professionals, Teachers, and Care and Education Systems



KINDERGARTEN TRANSITION SUPPORTS

- Alameda County Fathers Corps advocates for local systems change and has championed a state resolution on the adoption of the Father-Friendly Principles
- Hosted a Policy Breakfast focused on sharing and digesting key findings from the recent Kindergarten Readiness Assessment and highlighting remarks from featured speaker Assemblymember Mia Bonta
- Hosted a Policy Breakfast focused on sharing and digesting key findings from the recent Kindergarten Readiness Assessment study and highlighting remarks from featured speaker Assemblymember Mia Bonta
- In partnership with Oakland Unified School District, Union City Family Center, and county libraries, First 5 published a [policy brief](#) on kindergarten transition supports
- Submitted a [letter of support](#) for AB 1321 (Bonta): California Coordinated Neighborhood and Community Services Grant Program, which would have established a California Coordinated Neighborhood and Community Services grant program to implement new, and strengthen existing, neighborhood and regional cradle to career (C2C) networks to reduce inequities and increase economic mobility in communities across California through integrated place-based support systems



SUPPORTED EDUCATORS & SYSTEMS

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

APPENDIX B:

Summary of Strategic Plan Partner Feedback

Summary of Strategic Plan Stakeholder Feedback

Build/evolve the early childhood system.

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

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



Families



Staff



Community



Stakeholder



Data Interviews

PRIORITIES FOR SUPPORTING FAMILIES

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

PRIORITIES FOR SUPPORTING PROVIDERS

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

PRIORITIES FOR FIRST 5

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

PRIORITIES FOR SYSTEMS

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

APPENDIX C: Local Child Care Ballot Measures

	The Oakland Children's Initiative (Measure AA)	The Children's Health & Child Care Initiative for Alameda County (Measure C)
Geography	City of Oakland	Alameda County
Overview	<ul style="list-style-type: none"> • 30-year annual parcel tax of \$198 a year on single-family homes and \$135 a year per unit of each multi-unit residence • Revenues support early child care and preschool programs, and fund college readiness programs, tuition assistance, and efforts to fix racial inequities in access to higher education • Raises approximately \$25-\$30million annually with funds divided into three subaccounts: <ul style="list-style-type: none"> • 62% to Early Education Fund • 31% to the Oakland Promise Fund • 7% for oversight and accountability 	<ul style="list-style-type: none"> • A 20-year half-percent (0.5%) sales tax that would raise an estimated \$150 million per year to provide support and enhancements for child care, preschool, early education, and pediatric health care in Alameda County • The funds will be divided 80/20 into two subaccounts: <ul style="list-style-type: none"> • A Pediatric Health Care Account (20%), overseen by a citizen oversight committee • A Child Care, Preschool, and Early Education Account (80%), administered by First 5
Status	<p>The Oakland Children's Initiative (Measure AA), was passed in November 2018 and upheld by the courts in 2021. In December 2022 First 5 Alameda County was awarded the contract to serve as the Early Care and Education Implementation Partner</p>	<p>Measure C was passed in March 2020 and upheld by the courts in 2024. First 5 facilitated the development of a five-year program plan and budget that requires approval from the First 5 Commission and Alameda County Board of Supervisors (expected in June 2025).</p>
Key Components of Early Childhood	<ul style="list-style-type: none"> • Expand existing public services; first funding priority is to public agencies, particularly programs at Oakland Unified School District (OUSD) and Oakland Head Start • Priority on serving the children of families with the lowest incomes and/or those who are in high need. Support families who need FFN care • In order of priority: <ul style="list-style-type: none"> • Availability of free or affordable and high quality ECE or preschool <ul style="list-style-type: none"> • 4-year-olds from low-income families • 3-year-olds from low-income families • Increase affordability or quality of preschool (not ECE) <ul style="list-style-type: none"> • All 4-year-olds • All 3-year-olds • Increase the availability and/or quality of child development support services for children from birth through age 3. 	<ul style="list-style-type: none"> • Increases access to quality care • Ensures teacher wages at a minimum of \$15 to be increased annually with revenue increases • Allows services to 0-12-year-olds, but defines a focus on 0-5-year-olds • Targets low-income families and those children/families with the greatest needs, e.g., families experiencing homelessness and children in foster care

Provider/Program Wage Requirements	<p>Pay all employees minimum \$15/hr. to be adjusted annually</p> <ul style="list-style-type: none"> Adjusted annually based on the San Francisco-Oakland-Hayward Consumer Price Index (CPI) The City of Oakland has its own <u>minimum wage schedule</u> for employees working within the geographic boundaries of Oakland (\$16.10/hr in 2024). 	<p>Pay all ECE educator employees minimum \$15/hr. to be adjusted annually on January 1, beginning in 2022</p> <ul style="list-style-type: none"> Based on the San Francisco-Oakland-Hayward Consumer Price Index (CPI) or the percentage increase in revenues raised during the previous calendar year by tax (whichever is less)
Provider Quality Requirement Responsibilities	<p>Participating center-based programs are able to, within reasonable timeframe</p> <ul style="list-style-type: none"> Achieve baseline rating of 3 on QRIS or new system Utilize developmentally appropriate curriculum, aligned with CDE standards, and evidence-based and/or demonstrated success in improving preparation for kindergarten Conduct formative assessments <p>Participate in valid, regular, and reliable assessments of quality to foster continuous improvement and to reduce disparities by income/wealth in child outcomes</p>	<p>Measure C outlines multiple strategies for improving ECE quality, including:</p> <ul style="list-style-type: none"> Comprehensive training and professional development system Support for educational advancement and degree attainment Teacher retention Maintaining, enhancing, and expanding quality ECE facilities
First 5's Role as Administrator of Funds	<p>Contractor with the City of Oakland</p> <ul style="list-style-type: none"> Early Education Implementation Partner Contracts are on a five-year cycle 	<p>First 5's role as outlined in section 2.08.305.B of the Ordinance:</p> <ul style="list-style-type: none"> Developing Program Plan & Annual Expenditure Plan Allocating funds based on Expenditure Plan Developing, implementing, administering, and overseeing all programs and services paid for by the Child Care, Preschool, and Early Education account Providing staff support for the CAC Developing the Program Plan Evaluation Operating with transparency and public accountability, good fiscal stewardship of public resources; annual audit to ensure compliance Awarding funds pursuant to our contracting policies and the Ordinance requirements

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

APPENDIX D: Administering Measure C

The Children's Health and Child Care Initiative for Alameda County (Measure C), a countywide measure, was passed by voters in March 2020 and names First 5 Alameda County as the administrator of the Child Care, Preschool, and Early Education portion of the revenue. Upheld by the courts in 2024, the Children's Health and Child Care Initiative for Alameda County is expected to raise approximately \$150M annually for early care and education. **In FY 2024-2025, First 5 Alameda County began implementation by staffing a Community Advisory Council and facilitating a series of Community Listening Sessions with community, providers, families, and early childhood partners to guide the development of the initial five-year program plan and budget. The Measure C 5-Year Program Plan and Executive Summary* will be presented to the First 5 Alameda County Commission and the Alameda County Board of Supervisors for approval in June 2025.**

Since the passage of Measure C in 2020 and throughout the four years of litigation, First 5 Alameda County took significant steps to leverage our agency infrastructure to prepare the agency for implementation in key areas, including:

ADMINISTRATION & FACILITIES

- **Invested in a Facilities Needs Assessment** for centers and family child care providers in Alameda County to understand the infrastructure and space needed to offer high-quality care.
- **Published Early Care and Education Needs Assessment** for the urban unincorporated areas of Alameda County in partnership with the Alameda County Community Development Agency to understand the supply of licensed and affordable child care, access to high-quality services, and needs of child care facilities in these areas.
- **In fiscal year 2023-2024, we released a Request for Proposals (RFP) to secure a contractor for the Early Childhood Facilities Fund and Technical Assistance program.** The primary goals of this funding will include supporting children's kindergarten readiness, asset building, developing more stable, high-quality facilities for the early childhood field, and leveraging other funding streams for facilities where possible. The contractor, Low Income Investment Fund, will support the development of recommendations for the Early Childhood Facilities Fund Program with accompanying policy recommendations, dissemination of capital, and technical assistance to providers.

COLLABORATION & PLANNING

- **We started community engagement planning and meetings with key partners**, such as the Alameda County Administrator's Office (CAO), the Valley Family Child Care Association (VFCCA) FCC Listening Session, Alternative Payment agencies, Resource & Referral agencies, school districts, and Head Start programs. We also embarked on informational presentations across the county to share our Oakland Children's Initiative implementation and Measure C readying work with community, parents, providers, and partners. We continue to benefit from the community engagement that resulted in these two measures, including listening sessions to consider how Measure C can best support our diverse mixed delivery system in the county.

DATA & EVALUATION

- **Adopted the Early Development Instrument (EDI) as the new Kindergarten Readiness Community Study tool.** The EDI is a comprehensive tool that provides valuable insights into the development of children, helps us predict health, education, and social outcomes, and informs policy decisions and investments. The adoption of this new tool was a collaborative decision made by all school districts involved in the Countywide Kindergarten Readiness Tool Decision-Making Series, a sequence of meetings that was co-chaired by Alameda County Superintendent Alysse Castro and First 5 Alameda County CEO Kristin Spanos and included school district representatives and labor representation. The series culminated in the unanimous decision to adopt the EDI. The EDI will serve as a critical component in our efforts to improve local systems that support children 0-5 and their families.

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Acknowledgments (P. 2)

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

- Parents and caregivers for their leadership and sharing of their experiences
- Early childhood providers and community-serving organizations for their insight
- Community leaders for their vision and commitment
- First 5 staff for thoughtful participation, dialogue, and decision-making
- Our consultant Hickman Strategies for their backbone support of our strategic planning process
- First 5 Alameda County Commissioners for their guidance and support. Our work continues the legacy of Alameda County Supervisor and First 5 Founding Commissioner Wilma Chan.
- Alameda County and Oakland voters for championing local investments in early care and education through the Oakland Children's Initiative (Measure AA) and The Children's Health & Child Care Initiative for Alameda County (Measure C). For a detailed breakdown of the Measures, see Appendix C.
- **Measure C Community Advisory Council members and all the Alameda County families, providers, early childhood partners, and members of the public who contributed their time and input to inform the development of the Measure C 5-Year Plan, see Appendix D.**

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2022-2027 A MOMENT OF URGENCY AND POSSIBILITY (P. 4)

Ensuring Alameda County's children grow into healthy, productive adults is fundamental to our community's prosperity, health, and well-being. Decades of research have demonstrated that the period from birth to age 5 is the most critical window of opportunity to positively impact a child's future. The correlation between early childhood development, community and family conditions, and lifelong health have also been established and are undeniably intertwined.

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

California Governor Gavin Newsom's recent investments in early childhood and the social safety net reflect a growing recognition of the conditions necessary to support family and child well-being, as well as the need for public policy to address increasing inequality. However, these efforts are unfolding in a time of fiscal uncertainty, as the Trump Administration threatens to eliminate vital early learning and safety-net programs designed to improve outcomes for underserved children, including Head Start, preschool development grants, Medicaid, SNAP, and WIC.

Locally, Alameda County voters **have** made significant investments in children and families ~~that are coming closer to fruition~~. First 5's role in two local ballot measures—as contracted implementation partner for the Oakland Children's Initiative (Measure AA) and named administrator of The Children's Health and Child Care Initiative for Alameda County (Measure C)—**has increased** our agency's annual revenue from \$24 million to **more than \$250** million annually, **a ten-fold** increase. A major focus of this strategic plan is to **ensure** our infrastructure and capacity **is positioned** to support the effective use of these precious public dollars as First 5 Alameda County adapts to these new local and state historic investments in children and families.

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

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WHO WE ARE (P. 5 – 6)

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

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

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

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

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

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

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

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

Since 2008, First 5 has benchmarked results for our county’s children by conducting a biannual Kindergarten Readiness Community Study. Results have shown very little improvement over time and consistently point to the countervailing impact of systemic

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inequities—socioeconomics, community conditions, and limited enrollment in early education as barriers to kindergarten readiness.

Since 1998, First 5 Alameda County has:

- Raised \$43.6 million from philanthropic and other funding sources
- Earned \$24 million from federal fiscal leveraging
- Awarded \$295.5 million to community partners and agencies

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

Exhibit 1: Defining Systems Building

Defining Systems Building

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

Context:

Improving the political context that surrounds the system so it produces the policy and funding changes needed to create and sustain it.

Components:

Establishing high-performance programs and services that produce results for children and families.

Connections:

Creating strong linkages across system components that further improve results for children and families.

Infrastructure:

Developing the supports systems needed to function effectively and with quality.

Scale:

Ensuring a comprehensive system is available to as many people as possible.

From the [Early Childhood Systems Building Resource Guide \(hhs.gov\)](https://www.hhs.gov/early-childhood-systems-building-resource-guide)

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EVOLVING THE EARLY CHILDHOOD SYSTEM OF CARE (P 7-10)

Within the Early Childhood System, our role is to:

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

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

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

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

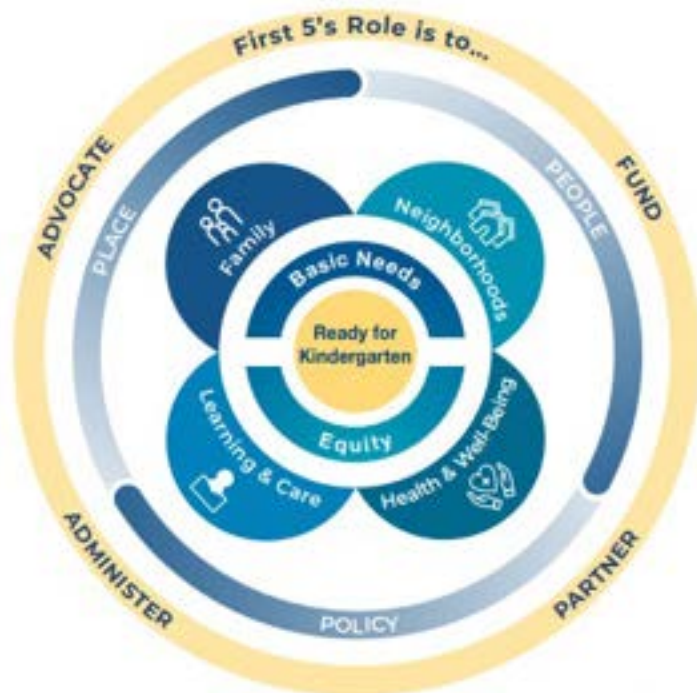


Figure 1. An early childhood system of care cultivates community and family conditions for children's kindergarten readiness.

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

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

Alameda County's context and our analysis of the public policy levers by which conditions for families can be improved have informed our embrace of equity as the center of our work. Coupled with a decline in Proposition 10 tobacco revenues, First 5 has adopted a **systems**

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building approach strategy—acting as a funder and a policy advocate—to address the underlying structural issues (the root causes) that face communities, families, and children.

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

1. INVESTING IN TRANSFORMATIVE SYSTEM BUILDING

- **Continued to build and scale the local early childhood system with new revenue.** Our fiscal outlook is strong—**buoyed by new funding streams**, coupled with a clean audit and a balanced budget. While First 5 Alameda County will be experiencing significant growth in the coming year, all other First 5 agencies around the state have declining revenues and are facing layoffs and program cuts. Our colleagues throughout California, and beyond, **look** to us as a model for leveraging funding, policy advocacy, and equity-centered systems building as they manage challenging local circumstances.

At the local, state, and federal level in FY 2024-2025, we received:

\$1.1M from the Alameda County Social Services Agency (ACSSA)	\$1.6M annual allocation from Alameda Alliance for Health (AAH)	\$2.5M annual allocation for Medi-Cal Administrative Activities (MAA)	\$4.9M from multi-year grants from philanthropy and Child Family & Community Services (CFCS)	\$9.7M from California Proposition 10 (75% reduction from its inception in 1998)	\$32.5M From the Oakland Children’s Initiative Early Education Fund
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- **Implement the Early Development Instrument (EDI) as the new Kindergarten Readiness Community Study tool.** The EDI is a comprehensive tool that provides valuable insights into the conditions that support family well-being and child development. **Starting in FY 2025-26, census-tract level information collected from parents/caregivers and educators will be used for our Kindergarten Readiness Community Studies, serving as a critical component in our efforts to improve local systems and foster the conditions that support children 0-5 and their families.**
- **Created a Pediatric Care Coordination Division, secured philanthropic funds that seeded a director to oversee that division, and expanded our Pediatric Care Coordination staffing and capacity to reach more Alameda County children and families.** We **successfully transitioned** our Help Me Grow **program from a grant award to a service contract with our** local Medi-Cal Managed Care Plan (Alameda Alliance for Health), **officially becoming a Community Health Worker (CHS) Medi-Cal**

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 provider. We also continued our partnership with Alameda Health System in support of the DULCE Program at Highland Hospital.
- **Continued to expand and completed an evaluation of the Early Education Apprentice Program.** This program is an “earn and learn model” that covers tuition and permit fees for early care educators, while providing on-the-job training, as well as stipends and additional supports like tutoring and child care. It is an exemplary model of a public-private partnership as the program is jointly funded by the Alameda County Social Services Agency, First 5 Alameda County, and Tipping Point Community. This is the type of **innovative** public policy infrastructure necessary to support continued growth in our local early care and education delivery system.
- **Continued to offer training to providers.** First 5 disseminates best practices to professionals working with young children in mental health, early education, health, family support, and administration. In FY **2024-2025**, over 280 unique agencies and over 800 unique providers participated in our trainings. In the ECE field, we provided more than 40 trainings and learning opportunities for parents, caregivers, providers, and professionals ~~in the ECE field~~, and we distributed \$326,800 in **quality improvement grants to ECE professionals and caregivers participating in First 5's Quality Counts program.**
- **Continued to fund Project DULCE at Highland Hospital.** Families enrolled in the program receive enhanced support in which a family specialist in the pediatric setting supports connection of the families to needed resources, including legal support. In FY 2024-2025, Alameda Health System recruited and trained an additional family specialist as a long-term investment to increase service delivery and First 5 anticipates serving over 100 families this fiscal year.
- **Invested \$1.45 million in the Collaborative Diaper Distribution Program,** administered by SupplyBank.org (SBO) and jointly funded by Alameda County Social Services Agency, Alameda County Health, Alameda County Probation Department, and First 5, for a total countywide investment of \$5.8 million. The program will distribute 15 million diapers and 37 million baby wipes to families experiencing diaper need.

2. OPERATIONALIZING EQUITY: ORGANIZATIONAL STRUCTURE & CAPACITY

- **Restructured the agency and conducted hiring to build the staff capacity and infrastructure needed to administer substantial new public funds.** Spurred by the Oakland Children's Initiative and Measure C, we have been proactively building an organization prepared to manage the significant system building legislatively mandated by these new public resources. Since fiscal year 2022-2023, we added 45 new positions in various areas throughout the agency, including programs, operations, finance, compliance, technology, data and evaluation, planning, communications, and government affairs and policy. The hiring and structural changes will continue into 2025 and beyond, as we **continue** a 3-to-5-year building

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- phase. We seek to retain and recruit a workforce that reflects the diversity and cultural fabric of Alameda County, support staff development and professional growth, ensure regulatory compliance, and effectively implement existing and new initiatives.
- **Continued centering equity in our programming, investments, and advocacy and intentionally engaging in dialogue regarding organizational culture.** First 5 has **centered** equity **in** our work since our founding in 1998. Over the years, we have intentionally built upon and strengthened this commitment, including in our 2017-2022 and 2022-2027 strategic plans. As part of our evolution in fiscal year 2022-2023, we engaged in a participatory agencywide learning and development process to update our equity statement to encompass our current work, intentions for continuous learning and improvement, and commitment to accountability (see pages 21). In fiscal year 2023-2024, our agency took an important step in promoting diversity, equity, inclusion, **and belonging (DEIB)** by engaging in all-staff trainings on unconscious bias. The trainings, led by Dr. Sacha Joseph-Mathews, Vice President and Chief Diversity, Equity and Inclusion Officer at Stanislaus State University, equipped employees with fundamental knowledge, tools, and resources to identify, address, and minimize unconscious bias in their dealings with fellow team members and stakeholders. **In FY 2024-2025, First 5 continued our partnership with Dr. Joseph-Mathews to provide a series of DEIB Lunch and Learn staff trainings to delve into various topics, including understanding unconscious bias, recruiting with inclusion in mind, intersectionality, and microaggressions.**
 - **Ensuring that our governing body represents our commitment to community-directed investments by appointing a representative of a parent/community-based building group as a First 5 Commissioner.**

3. EVOLVING TO MORE COMMUNITY-CENTERED PROGRAMMING

- **Continued implementation of** key programmatic and community investments, including:
 - **A new division of Pediatric Care Coordination encompassing our existing family-serving programs out of pediatric health settings**, including Help Me Grow's developmental screening, outreach, referral, and navigation and the DULCE's model health, resource, and legal supports.
 - **A strategic parent partnership program focused on supporting Black mothers and birthing people** and on investing in community-based strategies to disrupt inequities and disparities in birth outcomes with a focus on lactation supports for Black birthing people.
 - **A new Prenatal Black Fathers Group (PBFG) pilot program, launched in April 2025, which aims to support and prepare Black Fathers in becoming the dads they want to be.**
- **Reached key programmatic and community investment milestones, including:**
 - **Neighborhoods Ready for School (NRFS)** initiative grantees engaged in a yearlong **facilitated strategic planning process** with Cities and People Advisors

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to identify each site's community-directed multi-year priorities and develop strategic work plans and data profiles to implement their priorities. This process also fostered alignment with Oakland Thrives' Rise East Initiative, a place-based investment that **raised** more than \$100 million from philanthropic partners. Proudly, First 5's NRFS investment was part of the foundation that made the Rise East investment by philanthropy possible.

- **Alameda County Father Corps 10-Year Evaluation.** The evaluation details the history and evolution of the program since its inception in 2013, the impacts on fathers and father figures, service providers, and system leaders who are connected to the Fathers Corps, and recommendations and innovation opportunities for each of the target audiences to improve access, outcomes, and systems change. The evaluation will help the agency continue improving and evolving the program to better serve fathers and father figures and share lessons learned with other agencies who wish to implement fatherhood initiatives.
- **Fatherhood Summit.** **Secured a title sponsor, the Kresge Foundation, for the 2025 Fatherhood Summit. This biannual event provides fathers and father figures opportunities to engage in workshops, activities, and trainings, and connect to community resources and employment opportunities. In 2023, we hosted** more than 400 fathers and father figures **at this** free all-day event.

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ALAMEDA COUNTY'S CONTEXT – DATA FOR ACTION (P11-14)

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

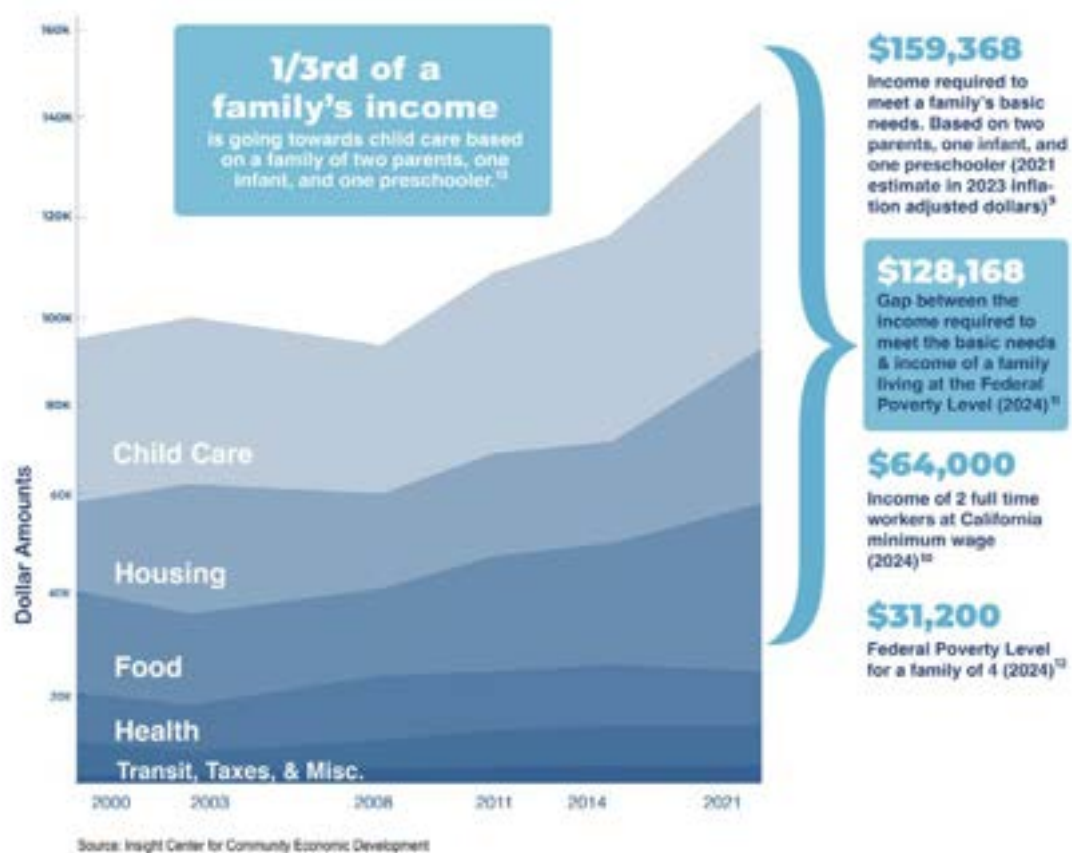
~~Coupled with a decline in Proposition 10 tobacco revenues,~~ First 5 has **utilizes** a **systems building approach** strategy—**serving** as a funder and a policy advocate—to address the underlying structural issues (the root causes) that face communities, families, and children.

Alameda County Family Demographics

- Approximately 71,000 households with children under 6 (2019)¹
- More than **109,579** children under age 6 (**2022**)^{2,3}
- Approximately 6.4% of total population under age 6 (**2022**)^{2,3}
- More than 16,900 births (2021)⁴
- 3 out of 4 children born to mothers of color (2019)⁴
- 7th most diverse county in the United States (2020)⁵
- Nearly half of children live in households that speak a language other than English at home. (2022)⁶
- Half of children under age 6 live with at least one parent who was born outside of the US. (2022)⁷

Financial Realities of Families

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Children 0-6 Enrolled in Public Benefits in Alameda County (2021)¹⁴

Medi-Cal **46,269** (Approximately 4 out of 10 children 0-6)

CalFresh **22,649** (Approximately 2 out of 10 children 0-6)

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

Approximately 1 in 10 children under 6 lives below the Federal Poverty Level. (2021)¹⁵

In Alameda County and the Bay Area, more than 1 in 3 women **face economic insecurity**.¹³

3 out of 4 households **that struggle to meet their basic needs are headed by a person of color**.¹³

1 in 3 families **are unable to afford diapers**.¹⁶

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

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68% increase in child care cost (2014–2021)⁸

30% increase in median family income (2000–2021)¹⁷

50% of renters pay more than 30% of their income for rent. (2021)¹⁸

Structural Inequities Lead to Racial Disparities

Maternal and Newborn Health¹⁹

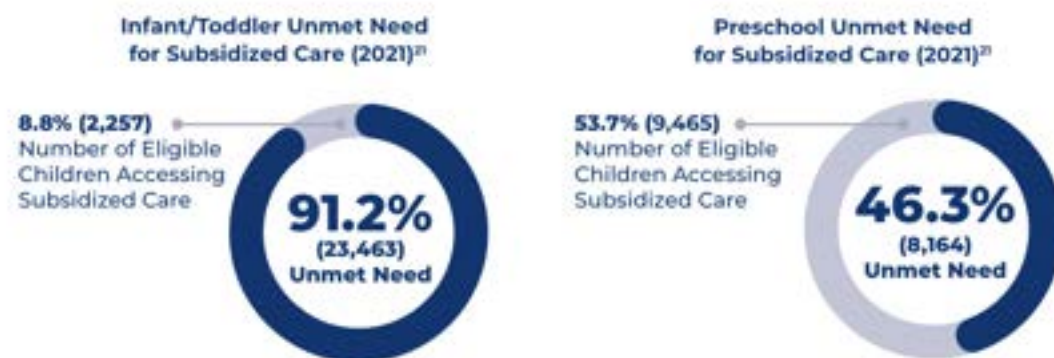
Black women and birthing people are 3x more likely to die during pregnancy or childbirth and to experience more maternal health complications.

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

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

Access to Child Care

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



Child Care Professionals Work in a Critical and Fragile System

There is a significant need for investment and expansion in ECE licensed facilities. We estimate that the facilities cost to meet demand for licensed ECE child care in Alameda is likely in the range of \$2 billion to \$4 billion.²²

96% of Alameda County ECE educators identify as women. (2020)²³

75% of ECE educators in Alameda County worry about paying monthly bills. (2022)²⁴

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80% of Alameda County ECE educators identify as women of color. (2020)²⁴

52% of ECE educators are over 50 years old.²⁴

20% of providers at child care centers reported earning less than \$15 per hour. (2020)²³

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

Child Outcomes

First 5's 2018 longitudinal study found that four in five children who are behind in kindergarten are still behind in third grade, a predictor of high school graduation and later health and career success.²⁶

We find that differences in kindergarten readiness are largely attributable to inequities in access to resources. The greatest movable factor continues to be child health and well-being, which is tied to socioeconomics, housing stability, and stress among parents/caregivers.²⁷

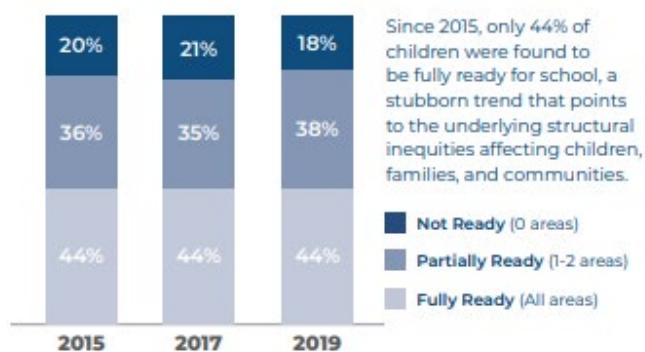
Kindergarten Readiness (2019)¹



¹Zip codes with fewer than 5 participants are not shown.

²Readiness scores represent individuals living in the zip code and do not represent the overall readiness of children in that zip code.

Kindergarten Readiness 2015–2019¹



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

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

4 in 5

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

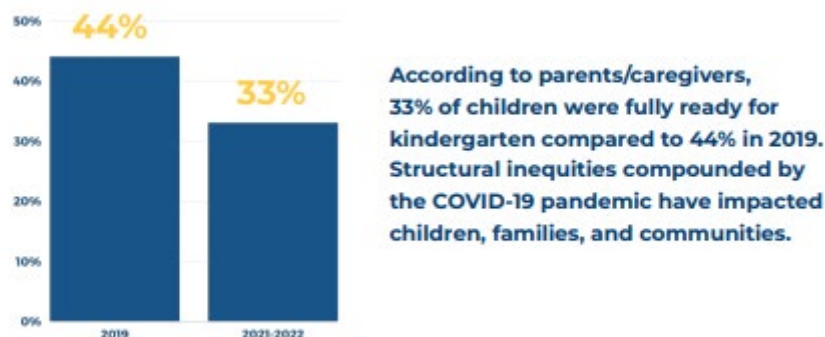
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MEETING THIS MOMENT IN TIME (P.15-16)

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

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

First 5 Alameda County's 2021-22 Kindergarten Readiness Assessment (KRA) findings and recommendations point to *systemic inequities* and show how our county can reassess policies, programming, and investment in communities, families, and schools to increase kindergarten readiness. First 5 Alameda County is focused on building and evolving an equity-centered early childhood system that matches the priority areas identified in the KRA study, and the "Roadmap to Kindergarten Readiness" (see figure on page 16).



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

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

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SUMMARY OF STRATEGIC PLAN PARTNER FEEDBACK (P.17)

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

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

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

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

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

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

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

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

Looking ahead for **fiscal year 2025-26, First 5 Alameda County will continue making progress on:**

1. **Implementing** the Children's Health and Child Care Initiative (Measure C) and ~~continuing our administration of the~~ Oakland Children's Initiative, **local tax measures aimed at strengthening the early learning and care system. Our role is to administer the portion of these taxpayer funds allocated for child care, preschool, and early education for children in Alameda County and Oakland. With the goals of increasing overall educational attainment and reducing disparities in outcomes, such as kindergarten-readiness, First 5 Alameda County is committed to stewarding these public resources responsibly and effectively in partnership with advisory bodies and other community partners—particularly parents, caregivers, and early care and education professionals. Both initiatives create critical opportunities to realize needed systems by strengthening the mixed-delivery system and supporting the ECE workforce.**

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2. Updating and operationalizing the 2022-2027 Strategic Plan according to the agency's expansion and system building efforts **utilizing** a whole community, whole family, whole child approach.

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OUR APPROACH (P. 18-19)

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



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

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

- Building on Neighborhoods Ready for School (NRFS) place-based investments

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

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

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 - Integrating services across First 5's targeted neighborhoods, in alignment with Alameda County's priority zip codes
 - Strengthening place-based systems change and care coordination for families in NRFS sites

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

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

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

- Measuring continuous improvement in service to equity
- Evolving quality early care and education and capacity building for the field
- Expanding local pediatric strategies and systems care coordination capabilities (through Help Me Grow and DULCE)
- Using data and policy advocacy to advance local, state, and national investments in people, place, and systems

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 - Administering The Children's Health and Child Care Initiative for Alameda County (Measure C) and other local, state, and federal funding initiatives
 - Implementing the Early Development Instrument (EDI) as the new Kindergarten Readiness Community Study tool to gather valuable insights into the conditions that support family well-being and child development
 - Advancing policies and supports for early childcare workers' professional development, workforce diversification, and equitable compensation and working conditions that support providers and quality care

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

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COMMITMENT TO EQUITY (P. 20-21)

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

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

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

In 2022, we committed to an agencywide process to create a shared understanding of equity to capture our current work, intentions for continuous learning and improvement, and commitment to accountability. A key consideration is how best to utilize our role within the Early Childhood System of Care to *operationalize* our shared understanding of equity. **Our work is guided by a population-level result—all children are ready for kindergarten—which informs efforts** to ensure that policies, systems, communities, and schools support families and children by creating the conditions that position all for success.

From Fall 2022 through Spring 2023, First 5 Alameda County partnered with Radicle Root Collective with learning from Arnold Chandler to engage all staff in a participatory process to articulate our shared understanding of and commitment to equity.

Equity Statement:

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

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

- Celebrating Black, Indigenous, and People of Color (BIPOC) cultures and honoring their assets, values, and needs by ensuring investments, programs, data, and policy work is directed by and reflects the richness and needs of these communities

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- Prioritizing the needs of low-to-moderate-income families and neighborhoods with historical disinvestment
- Addressing root causes through the administration of public funds, advocacy, and operationalization of public policy
- Interrupting inequities that impact the conditions needed for kindergarten readiness
- Ensuring that our investments, policies, practices, and agency culture are aligned with our equity principles

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

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

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

PRINCIPLES

PRINCIPLE 1 UNDERSTAND THE PAST, THE PRESENT, AND YOUR INFLUENCE

Understand and acknowledge the federal, state, and local* government’s role in impacting society at a wide scale to this day—whether positive, negative, or seemingly neutral

PRINCIPLE 2 CONSISTENTLY ADDRESS ROOT DRIVERS

Target the fundamental root drivers of gaps and inequities and prioritize the people who have traditionally been excluded, recognizing these investments will benefit all

PRINCIPLE 3 WORK IN PARTNERSHIP WITH IMPACT IN RELEVANT COMMUNITIES

Leverage the expertise and experiences of all to promote equity, particularly leaders of color and their communities

PRINCIPLE 4 ADOPT A CONTINUOUS LEARNING AND ADAPTIVE APPROACH

Acknowledge that the scale and complexity of reaching racial equity will require ongoing commitment, action, and adjustments to drive meaningful change and strengthen our democracy

PRINCIPLE 5 BE TRANSPARENT AND ACCOUNTABLE

Build public trust and accountability in the long-term commitment for racial equity through data-driven decision-making and outcome tracking

[Insert as Footnote]

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

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WORKING IN PARTNERSHIP (P. 22)

In conjunction with our agencywide equity work, First 5 Alameda County will refine its partner engagement approach and practices. We define partnership as the authentic and intentional work to develop responsive and reciprocal practices and relationships—with parents, caregivers, providers, and community so that our strategies reflect a collective community vision.

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

In the years ahead, we commit to:

- Adopting agency principles for partner engagement in all facets of our work. We are examining existing models and frameworks, including those introduced via the First 5 Association, the Ripples of Transformation, the Center for the Study of Social Policy's manifesto for parent engagement, as well as frameworks adopted by other public agencies, to inform the development of agency principles
- Engaging in a cross-agency effort to operationalize shared principles and goals to align our work, ensure operational equity, and focus the direction of partner engagement
- Assessing our current approach and practices including resources to support parent, community, and partner participation
- Providing the necessary resources and capacity to support this agencywide initiative
- Adopting community advisory and governance mechanisms as mandated by legislation to administer funding from the Oakland Children's Initiative and the Children's Health and Child Care Initiative for Alameda County (Measure C)
- **Continuing the convening of community advisory and governance bodies to administer funding from the Oakland Children's Initiative and the Children's Health and Child Care Initiative for Alameda County (Measure C) in ways that engage stakeholders and include the community in participatory policy-making**

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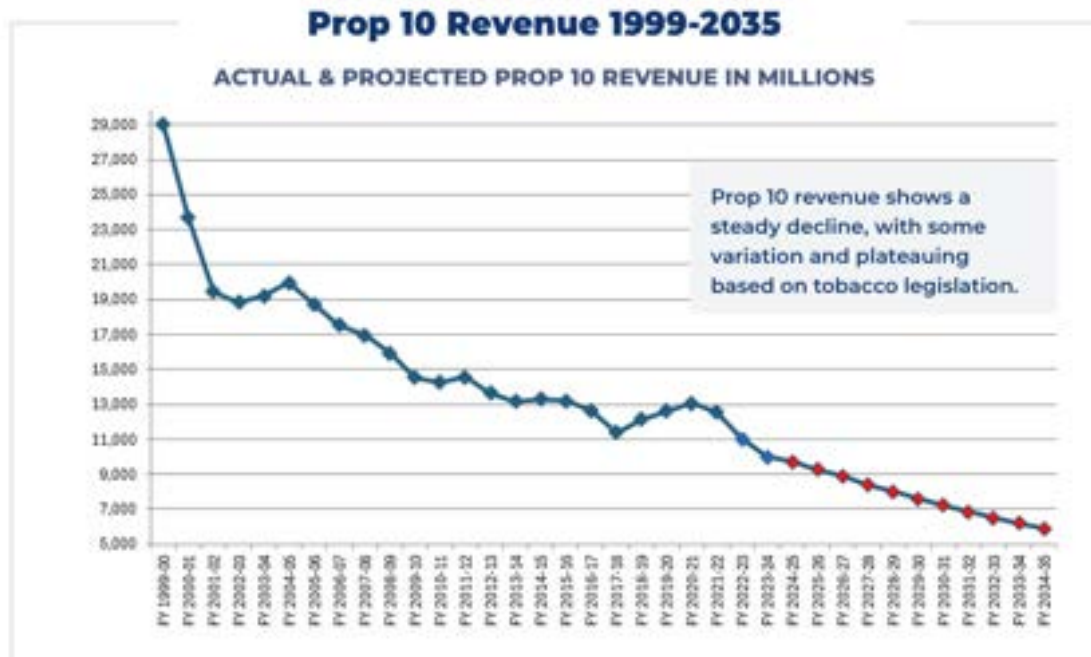
2022–2031 STRATEGIC PLAN PARAMETERS & FINANCIAL PICTURE (P. 23-25)

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

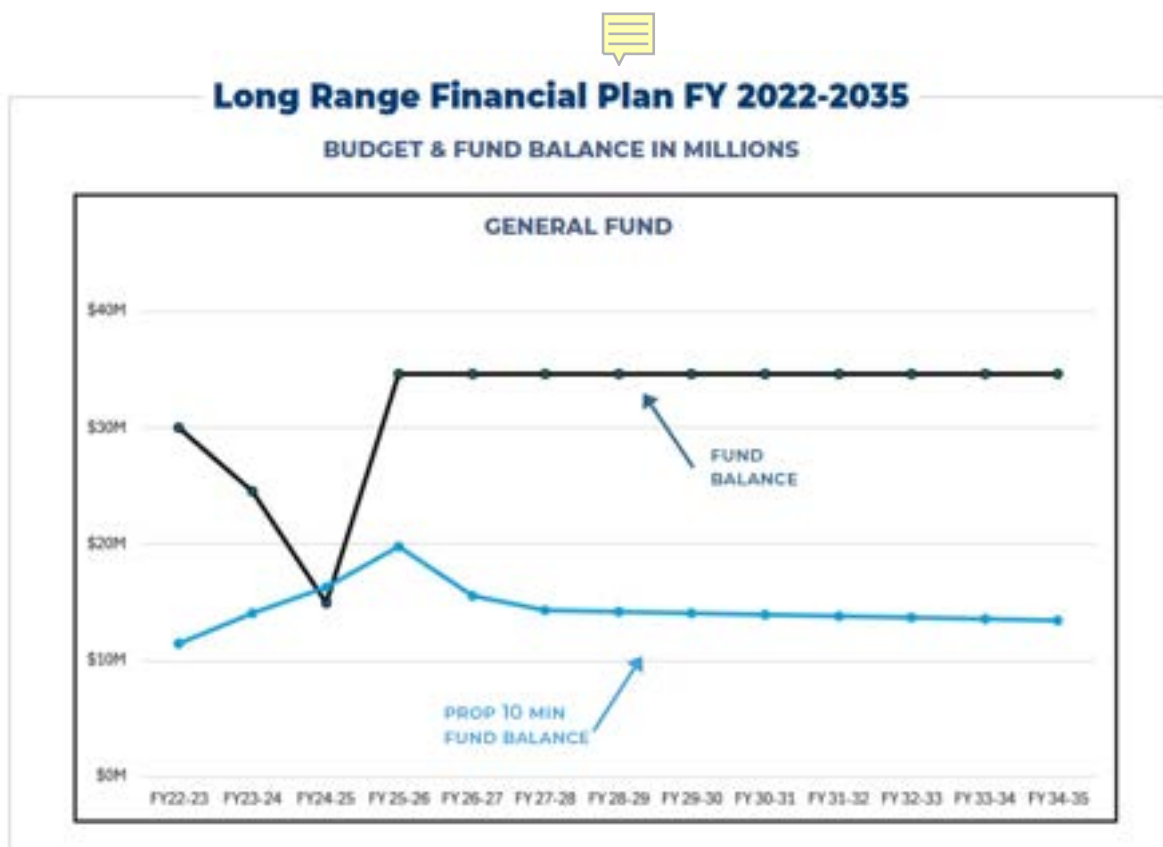
- **Continue to diversify revenue to support building an equity-centered early childhood system**, including partnerships with the county managed care plan, Social Services Agency, **Alameda County Health Care Services Agency**, and other public entities to scale First 5 Alameda County programs fundamental to an early childhood system. This includes leveraging our infrastructure (financial, contract, staff expertise) to build out an equity-centered early childhood system.
 - Proposition 10 has been shoring up the early childhood system in preparation for the type of public investments we are now seeing from our managed care plan to support pediatric care coordination, the Oakland Children's Initiative (Measure AA), and the Children's Health and Child Care Initiative for Alameda County (Measure C) for early care and education.
 - We have temporarily used our sustainability fund to offset Proposition 10 reductions while planning for diversified revenue sources and scale of successful programs.
- **New public funding preserves the flexible Proposition 10 funding to resource the early childhood system**, for example investments in birth equity programs and advocacy supporting the "family" part of the system.
- **Utilize a largely contracted and community-based, equity-focused model for Proposition 10-funded activities**, including direct services. Available Proposition 10 funds can be used to support proof-of-concept strategies for policy and systems change and provide funding to community-led initiatives. As a declining revenue source, it is not a sustainable funding stream to *scale* direct services staffed by First 5 Alameda County, or those we consider part of the county safety net.



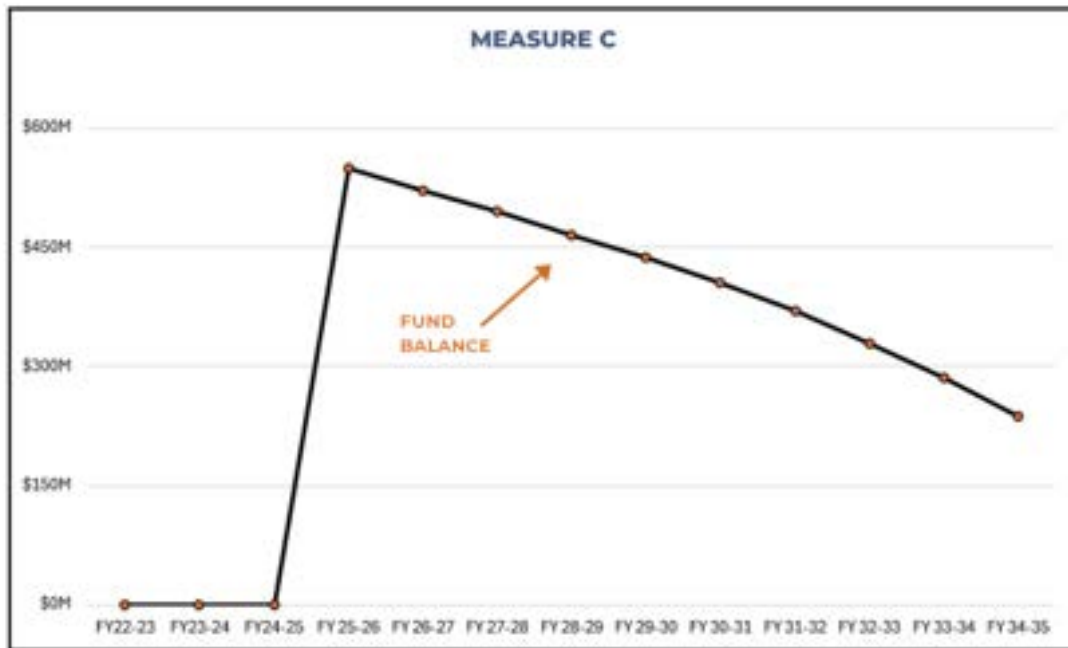
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Source: First 5 California, September 2024



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LOCAL REVENUE FOR EARLY CARE AND EDUCATION (P. 26-27)

Additional Resources Create Opportunity

The past **several** years have been a high-water mark for legislation and funding to address the divide in access to early care and education, healthcare, and social services in California. Both California and Alameda County are making significant investments in children and families. At the state level, California is implementing an unprecedented set of initiatives to redesign its social safety net, including Universal Pre-Kindergarten (UPK), California Advancing and Innovating Medi-Cal (CalAIM), and the Children and Youth Behavioral Health Initiative (CYBHI), ~~though their implementation may be delayed or scaled back due to the State's budget deficit.~~

In Alameda County, there are two active ballot measures related to early care and education (see Appendix C for more details):

1) The **Oakland Children's Initiative (Measure AA)** was passed in November 2018 and upheld by the courts in 2021. The Oakland Children's Initiative is funded by a parcel tax projected to provide approximately \$30 million annually in funding for early care and education and college preparedness programs for Oakland residents. In December 2022, First 5 Alameda County was awarded the contract to serve as the Early ~~Care and~~ Education Implementation Partner for the Oakland Children's Initiative.

2) The **Children's Health and Child Care Initiative for Alameda County (Measure C)**, a countywide measure, was passed by voters in March 2020 and names First 5 Alameda County as the administering agency of the Child Care, Preschool, and Early Education portion of the revenue. The Children's Health and Child Care Initiative for Alameda County is expected to raise approximately \$150M annually for early care and education. The Measure was upheld by the courts in April 2024. In fiscal year 2024-25, First 5 **began** a year of planning to develop the initial five-year program plan and budget for approval by the First 5 Alameda County Commission and the Alameda County Board of Supervisors. **In fiscal year 2025-26, First 5 will begin implementation of the initial Measure C investments, see Appendix D.**



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

Given these federal and state policy initiatives, local ballot measures, and the groundbreaking partnership with the Alameda Alliance for Health, First 5 Alameda County is uniquely positioned for growth and sustainability when compared to its sister organizations.

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

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

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

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

Seizing Opportunities for Systems Building

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

The systems change opportunities for the early care and education system locally are profound. Measures AA and C generate approximately \$180 million annually, a ten-fold increase in money allocated for building up Alameda County's early learning and care system. The community, providers, and public systems partners are all collaborating to implement these measures and build effective new systems as described in the Measure C 5-Year Plan (see Appendix D). The Measure C 5-Year Plan was developed with guidance from the Measure C Community Advisory Council and requires approval from the First 5 Alameda County Commission and the Alameda County Board of Supervisors (expected June 2025).

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

~~With the courts' final decision in 2024 to uphold Measure C, First 5 may now begin implementation of the measure, which will start with orienting and staffing a Community Advisory Council (CAC) to advise First 5 on the development of a five-year program plan and budget to govern the use of funds allocated to the Child Care, Preschool, and Early Education Account (80% of Measure C funds). This plan and budget must be approved by the First 5 Alameda County Commission and the Alameda County Board of Supervisors.~~

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

~~Community, Family, and Provider Engagement and Outreach~~

~~With support from national experts and consultants we began designing our community engagement framework. We are internally vetting this framework for continued guidance of our community partnership efforts. In addition:~~

- ~~• In fiscal year 2023-2024, we embarked on a series of informational Oakland Children's Initiative and Measure C presentations to share updates and information with community, parents, providers, and partners.~~

~~Facilities~~

~~Utilizing findings from our Facilities Needs Assessment to inform the infrastructure and space needed to offer high quality early care and education programming:~~

- ~~• In fiscal year 2023-2024, we released a Request for Proposals (RFP) to secure a contractor for the Early Childhood Facilities Fund and Technical Assistance program.~~

~~Financial Landscape~~

~~Analyzing existing state and federal early care and education funding, children served, and expenditures to inform implementation of Measure C:~~

- ~~• In fiscal year 2023-2024 we began working with national experts to support financial forecasting.~~

~~Quality Supports~~

~~Supporting and advancing quality supports for early care and education providers, including family, friend, and neighbor (FFN) caregivers, in meeting their identified quality goals. Supports include coaching, professional development, technical assistance, training, etc.~~

~~Research and Evaluation~~

- ~~• In fiscal year 2023-2024 a countywide table of school district representatives was convened to identify a common policy-focused tool for measuring Kindergarten Readiness countywide. The Early Development Instrument (EDI) was selected as the tool for future Kindergarten Readiness Community Studies.~~

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Technology, Data Systems

~~Assessing and planning for technology and data systems that promote and monitor the effectiveness of local strategies, including the mandated evaluation; integrating information on subsidies, quality, and the ECE workforce:~~

- ~~• In fiscal year 2023–2024, we released a Request for Proposals (RFP) for a Technology Development Liaison to assist in the development of requirements for an early care and education centralized eligibility and enrollment system and a data warehouse system.~~

~~**Workforce Strategies**—Partnering with the field to develop workforce strategies to attract, train, retain, and promote early care and education professionals, including a landscape analysis to prioritize investments~~

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PROGRAM STRATEGIES (P. 28-35)

Overview

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

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

The evolution of our method of systems building has required us to take a multi-pronged approach, incorporating place-based investments, administration of programs, and building policy, data, evaluation, and communications capacity to articulate impact and advocate for resources.²⁸

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

Neighborhoods Ready for School

Purpose

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

Our 2019 Kindergarten Readiness study confirmed the importance of this place-based approach. We found that neighborhood assets, especially the presence of mutual support among community members, along with sidewalks, walking paths, and libraries, significantly boost children's school readiness.²⁹ Families earning at least \$50,000 per year were significantly more likely than lower income families to report the availability of each asset in their neighborhood. Higher income families reported 6.1–6.7 assets in their neighborhoods, while lower income families reported 4.5–5.5 assets. Children in both low-income families and higher-income families had significantly higher kindergarten readiness if they also lived in asset-rich neighborhoods.

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

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

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

Goals (not in a particular order):

1. Work with NRFS sites to implement the strategies developed in response to the priorities and needs identified by the community as part of the facilitated strategic planning process completed in fiscal year 2023-2024.
2. Concentrate First 5 programs in NRFS catchment areas to leverage investments and generate multiplier effect across the neighborhoods.
3. Develop an essential data set for reporting and analysis to understand impact, identify areas for continuous improvement, and ease the reporting burden on grantees.
4. Invest in school district, service provider capacity and partnerships, and community infrastructure that supports families (housing, libraries, parks) and kindergarten readiness.
5. In collaboration with NRFS agencies, use the qualitative and quantitative data collected from neighborhood partners and other sources to advocate for policy and systems changes that will help to improve conditions for families with young children.
6. Showcase successes and local stories that demonstrate effectiveness to support sustainability of the NRFS models.

Early Care and Education (ECE)

Purpose

Early Care and Education (ECE) is a cornerstone of the early childhood system and a vital part of the local economy. However, the field has historically been an under-resourced and underappreciated.

Participation in early care and education (ECE) is a leading factor in predicting kindergarten readiness, as research has shown that **participation in ECE significantly narrowed readiness gaps**.²⁹ Our biannual Kindergarten Readiness Community Studies have consistently found *less than half* of children in Alameda County are fully ready for kindergarten, largely due to socioeconomics tied to structural racism, with particular consequences for African-American and Latinx children.

Affordability is a major barrier to accessing ECE. The cost of child care has risen 68% since 2014; a family of four in Alameda County with a preschooler and infant pays one-third of their income toward child care costs.¹³ At the same time, there is a significant gap in access to subsidies for income-eligible families with an unmet need in 2018 of 91% of eligible infants and 46% of eligible preschool children in Alameda County.²¹ The pandemic worsened existing inequities, with families facing historic levels of job loss, school and child care closures, and food insecurity.

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ECE professionals are an underpaid and aging workforce, with high attrition rates. Eighty-seven (87%) of Alameda County ECE professionals, 79% of whom identify as Black, Indigenous, or other women of color, are considered very low-income for the county.²⁴ Across the county, the number of licensed family child care providers declined by 34% between 2007 and 2019.²¹ These operational challenges increased during the pandemic. We estimate that the Alameda County ECE field lost \$395 million in fiscal year 2020-2021 alone (\$220 million without taking into consideration the increased cost of providing care) and these losses are expected to continue in the current fiscal year.³⁰

To better support families and educators and to improve the spaces where students learn, Alameda County voters made significant investments in children and families through their support of two local ballot measures—the Oakland Children's Initiative (Measure AA) and the Children's Health and Child Care Initiative for Alameda County (Measure C). As the implementation partner and administrator of these measures, First 5 is taking on the complex and deeply fragmented system that has traditionally patched together early education in Alameda County and is now serving as the public system backbone to these initiatives.

Goals (not in a particular order):

1. Work with partners to design, administer, and implement programmatic strategies for two local child care measures—the Oakland Children's Initiative (Measure AA) and the Children's Health and Child Care Initiative for Alameda County (Measure C).
2. Co-design with community, families, and provider partners a more equity-informed approach to the early learning and care ecosystem inclusive of the full mixed delivery system.
3. Shift First 5's resources from formal assessment and rating to support early learning and care professionals in coordinated training, coaching, mentorship, professional learning communities, curriculum support, stipends, and other financial supports, where allowable.
4. Provide core infrastructure support to the local Quality Counts California activities in Alameda County and maintain county readiness for additional partnership and funding opportunities.
5. Increase the number of FCC and FFN providers participating in Quality Counts, especially those serving low-income, dual-language learners, children with special needs, and children experiencing homelessness.
6. Expand partnerships with community organizations and public agencies such as parks and recreation departments and libraries to serve children outside of formal care settings, while identifying ways to increase and improve place-based support for FFNs and FCCs in Neighborhoods Ready for School (NRFS) settings/neighborhoods.
7. Increase collaboration and integration between ECE and other First 5 programs and investments, including NRFS, Help Me Grow, Parent Partnership, and Fatherhood.
8. Leverage and streamline, in partnership with Data and Evaluation staff, the local use of ECE data systems, including Hubbe and the California ECE Workforce Registry, to strengthen the collection of data and to better support planning, data decolonization, and tools for community partners and the ECE field.
9. Based on the ECE Facilities Needs Assessment, develop and implement strategies to increase capacity and quality of facilities and infrastructure in key areas of unmet need.**
10. Monitor, in partnership with Government Affairs and Policy staff, the implementation of TK-Universal Pre-K and support plans that incorporate best practices for meeting family and children's needs and support the mixed delivery system.
11. Based on the workforce landscape study, in partnership with the Alameda County Early Care

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Parent Partnership

Purpose

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

Inequities in policies, systems, and practices, with roots in structural racism, have an impact on families and children. Black women and birthing people are three times more likely to die during pregnancy or childbirth and to experience more maternal health complications.¹⁹ Black babies are three to four times more likely to be born too early, too small, or to die before their first birthday.¹⁹ Given the deep disparities and recognizing that the period from 0–3 is a critical time for children and families, First 5 is committed to programming, investments, and engagements that seek to improve underlying structural conditions and outcomes.

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

Goals (not in a particular order):

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

Pediatric Care Coordination

Purpose

Comprehensive Health and Development is a key component of the early childhood system. First 5's Pediatric Care Coordination (PCC) strategy focuses on achieving a common goal that all children in Alameda County grow up healthy, thriving, and strong. Decades of national research has demonstrated that early childhood development and overall well-being is affected by the social

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determinants of health including community and environmental conditions, racism, poverty, stress, relationships, access to resources, and education.

There are more than 32,000 low-income children under age 6 enrolled in Medi-Cal in Alameda County.¹⁴ While Alameda County has been a state leader in enrolling income-eligible children in public health coverage, approximately one in three are not engaging in or receiving regular pediatric preventive care, including but not limited to well-child care and early childhood screenings.³¹ Approximately 85% of children served through Help Me Grow, First 5's centerpiece program of this strategy, are insured through Medi-Cal, and 20% of families served were also referred to services for basic needs, such as food, housing, health care, and child care.³²

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

Fundamental to this strategy is maximizing the family's pediatric visits. Pediatric visits are an entry point to care management, resource referral, and other community supports. Research has shown that expanding community-based care management improves overall family health and well-being.³³

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

First 5 adopted the nationally recognized Help Me Grow model as the primary implementation framework for the PCC strategy. The HMG program provides:

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

Goals (not in a particular order):

1. Build a menu of navigation services to provide support to families enrolled in Medi-Cal and other insurance for referrals to early intervention, community resources, family support, and basic needs.
2. Recommend strategies for increasing agency and HMG community capacity to address unmet needs, with a focus on First 5's Neighborhoods Ready for School catchment areas and other high need areas in the county.
3. Enhance the scope of Help Me Grow program training, screening, and resource referral activities to include social needs, support for pregnant and parenting populations, and those who have been exposed to Adverse Childhood Experiences (ACEs), with a

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particular emphasis on children insured through Medi-Cal.**

4. Expand outreach and education that increases providers', community-based organizations', and partner agencies' understanding of individual and community conditions (such as social determinants of health and protective factors) that impact child development, well-being, and kindergarten readiness.
5. Assess opportunities and risks associated with funding streams that support Early Identification, Screening, and Care Coordination, particularly the California Advancing and Innovating Medi-Cal (CalAIM) program.**
6. Develop strategy and approach to enhance partnerships with early childhood system providers across health and education agencies, including Alameda Alliance for Health, Health Care Services Agency, Regional Center, and Local Educational Agencies to better connect supports and improve experiences for families.
7. Align and expand care coordination through pediatric delivery system programs and partnerships (e.g., HMG and Developmental Understanding and Legal Collaboration for Everyone, DULCE).
8. Assess opportunities for care coordination through early care and education, particularly with the expansion of Universal Transitional Kindergarten.
9. Evaluate new technology solutions, beginning with resource directory and referral platforms, to support improved coordination and communication among parents/families, providers, managed care plans, and First 5.

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Fatherhood

Purpose

First 5's Fatherhood program is a unique approach to the early childhood system of care's family leadership principles. Historically, early childhood and family and community support programs have focused on serving mothers and children; in most cases, this unintentionally leaves fathers and father-figures out of the equation. The Fatherhood program raises awareness of the benefits of the active role that fathers and father-figures have in early childhood development. We have focused on strengthening collaboration with public systems and community-based organizations to promote and acknowledge the critical roles fathers and father-figures can play. To increase acceptance of and the experiences of fathers and father-figures participating in child development activities, First 5 sponsors training, support groups, and technical assistance geared toward the development of high-quality, father-centered services.

Our Kindergarten Readiness studies have confirmed locally what the national research indicates. High-quality, involved fathering by dads who live in the child's home and apart, has strong, positive impacts on children's development, including academic achievement, emotional well-being, and behavior.^{34,35} Locally, we found that fathers who accessed a greater number of community resources (parks, libraries, and museums) with their children contributed to their child's greater readiness for kindergarten.²⁹

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

Goals (not in a particular order):

1. Incorporate Fatherhood and Father-Friendly Principles into First 5 structures and infuse Fatherhood strategies into other First 5: Neighborhoods Ready for School, Pediatric Care Coordination, Parent Leadership, and ECE.
2. Engage fathers/father-figures and male service providers in implementing the Healthy Relationship Principles (HRP) to support organizations and providers with integrating the HRP in their work with families and training providers on how to incorporate the HRP in their work.**
3. Position the Fatherhood work for sustainability and scale through fund development and public systems partnerships.
4. Promote integration of Father-Friendly Principles in public and community-based systems of care.
5. Identify strategies to strengthen internal collaboration and referral pathways for additional public system support connecting fathers to employment, financial education, health, and housing.

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Agency Strategies (P. 36-39)

Agency Strategy: Training

Purpose

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

Our 2019 Kindergarten Readiness study found that fewer than half of the kindergarten teachers surveyed had received training related to children with special needs, trauma-informed care, cultural humility, and family engagement. Pediatricians have historically had limited specialized training on child development and mental and behavioral health.^{37,38} The same holds true for other direct service workers who serve young children and their families.³⁶ Equally important, parents and caregivers benefit from, and are eager for, information on topics relevant to their young children, but often do not know how to obtain it.³⁹

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

Goals (not in a particular order):

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

Agency Strategy: Government Affairs and Policy

Purpose

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

Our policy work seeks to shape, support, and sustain policies that proactively address the needs of families with young children and their caregivers in public systems. We anchor our policy efforts to our equity statement and the lessons learned from our program work with staff, community partners, providers, parents, and caregivers. Through our policy work, we mobilize a shared vision of an early childhood system of care that is a network of coordinated and responsive organizations that improve outcomes for children from prenatal to age 5. First 5's biannual Kindergarten Readiness

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study repeatedly points to the importance of structural conditions, e.g., socioeconomics and access to early care and education, as critical to supporting children's success. In Alameda County approximately one in 10 children under 6 years old lives below the Federal Poverty Level (\$26,500 for a family of four).¹⁵ It takes \$137,660 to meet the basic needs of a two-parent family with one infant and one preschooler.⁸ Alameda County is the second most disparate county in California for children enrolled in licensed early care and education—a key driver for kindergarten readiness.²⁰

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

Goals (not in a particular order):

1. Document success of First 5's work catalyzing sustainability, scale, and systems change initiatives that are contributing to the evolution of an early childhood system of care.
2. Convene partners, community, and elected officials and their staff in discussions of policy issues and advocacy specific to the conditions that support communities and families with young children, using findings and recommendations from First 5 Alameda County programs, data, and evaluations.
3. Create an annual policy agenda with input from staff and community; lift messages, insights, and policy priorities learned from programs including direct service needs of parents and caregivers and gaps in the system.
4. Position First 5 with elected officials, policymakers, First 5 California, and other statewide associations as a key leader, partner, and convener in the work to advance system building and the well-being of families with young children in Alameda County.
5. Craft a policy narrative in support of increased public investments in proven strategies to support an early childhood system of care with input from community leaders and policy makers.

Agency Strategy: Data and Evaluation

Purpose

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

Research and data can provide a roadmap to systems change. Our research has pointed to the underlying structural conditions and opportunities necessary to support families with young children. Our Kindergarten Readiness study shows that differences in kindergarten readiness are largely attributable to inequities of access to resources and educational experiences.²⁷ Our 2018 longitudinal study found that four out of five children who are not ready for kindergarten are still not caught up to grade level by third grade, pointing to the importance of early investments in children, families, and communities.²⁶

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

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

Goals (not in a particular order):

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

Working Definitions to Support Continued Learning and Practice:

Data Decolonization refers to practices adopted to intentionally shift focus and ownership of data collection and analysis to Indigenous, Black, and Brown communities.⁴⁰

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

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Agency Strategy: Communications

Purpose

First 5’s communications strategy builds public awareness, mobilizes support, promotes systems coordination, and advocates for investments in an equity-centered early childhood system of care.

The communication department works with internal and external audiences to inform and guide key partners and decision-makers in understanding, building, and supporting an equitable, sustainable, and comprehensive early childhood system.

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

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

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

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

Goals (not in a particular order):

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

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***Indicates goals that have been accomplished as of fiscal year 2023-2024.*

Introduction to Operational Support Functions (P. 40-42)

First 5 Alameda County Infrastructure Division includes finance, human resources, technology, facilities, planning and project management, and administration. These teams support the day-to-day operations of the agency and allow the organization to play a backbone role to community-based organizations, providers, and public agencies that are part of the early childhood system.

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

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

Administration and Facilities

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

Goals (not in a particular order):

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

Finance

Purpose

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

Finance focuses on budgeting, financial planning, forecasting, and managing revenue and expenditures for programs core to the agency's mission. First 5 has been updating governance,

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financial and compliance structures, policies, and practices and building the capacity and infrastructure needed to administer the new public funds (Measure AA and Measure C). The Finance department effectively and transparently communicates fiscal data to the First 5 Alameda County Commission to ensure the ongoing health and viability of the organization.

Goals (not in a particular order):

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

Human Resources

Purpose

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

Goals (not in a particular order):

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

Technology

Purpose

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

Goals (not in a particular order):

1. Conduct a technology assessment to create a roadmap for decision-making regarding applications for accounting, Salesforce, case management, resource directory, and website applications.
2. Identify, develop, and implement technology solutions that further data integration across agency divisions in support of decision-making, learning, research, policy advocacy, and operations.
3. Plan for the implementation of data systems and data warehouse to prepare for the implementation of additional public funding, including a child care pathways (Centralized Eligibility and Enrollment System) database.

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PROPOSITION 10 FY25-26 INVESTMENTS (P. 43)

First 5 is using a Maintenance of Effort approach to this Strategic Plan for fiscal year **2025-2026** to maintain strategy budgets as we seek to build out the early childhood system. The budget will be updated annually.

Family (\$1,038,596)

Parent Partnership, Fatherhood

Parent Partnership provides direct services to families and children with a focus on maternal and child health and the 0-3 years and uses parent leadership to inform programming and investments. Fatherhood strengthens collaboration with public systems and community-based organizations, increases the representation and improves the experiences of men, fathers, and father-figures through training, strategic messaging, and the development of high-quality father-centered services.

Neighborhoods (\$1,011,725)

Neighborhoods Ready for School

The **Neighborhoods Ready for School initiative** is a place-based investment, asset building, and policy response to the relationship and interplay between neighborhood conditions, family and child well-being, and the structural factors that contribute to overall health, development, and kindergarten readiness.

Learning and Care (\$1,098,659)

Early Care and Education, Training

Early Care and Education provides support for centers, family child care (FCC) providers, and family, friend, and neighbor (FFN) **caregivers** with coaching, training, professional development, technical assistance, and financial **incentives**; **funds** community-based programming for those children who are not in a licensed early educational setting; **and advances systems-building efforts, including workforce development and facilities, utilizing Measure C and OCI funds to expand and strengthen early care and education in Alameda County.** Our Training initiative identifies, coordinates, and delivers training to foster a diverse, well-trained provider workforce and support awareness, leadership, and linkages in each of the core components of the early childhood system.

Health and Well-Being (\$997,980)

Pediatric Care Coordination

Pediatric Care Coordination connects and strengthens public system and community resources to engage, assess, and connect children, with a focus on Medi-Cal-enrolled families, to pediatric preventative care, medically-necessary services, and community-based programming and support.

Policy (\$376,959) utilizes analysis, data, information, and coalitions to support the evolution of an equity-centered local early childhood system. We engage in advocacy to scale and sustain effective programs and to promote public policies grounded in equity and justice.

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Data and Evaluation (\$365,963) supports shared accountability, continued organizational learning, public awareness, and policy advocacy as part of our role in evolving the early childhood system.

Communications (\$368,154) works with internal and external audiences to inform and guide key stakeholders and decision-makers in understanding, building, and supporting an equitable, sustainable, and comprehensive early childhood system.

Operations and Administration (\$4,008,767) includes finance, human resources, technology, facilities, and administration.

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MEASURING OUR PROGRESS (P. 44)

To understand, track, and guide our progress towards the results outlined in this plan, we use data, research, and parent and community knowledge. Together this information helps us understand how well children and families in the county are doing in areas that we know correspond to kindergarten readiness, such as access to basic needs, participation in early care and education, and neighborhood conditions.

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

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

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

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

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

Implementation

The 2022-2027 purpose statements, goals, and key initiatives are the next phase of the new strategic direction set for First 5 Alameda County in the 2017-2022 strategic plan. In the first year of the implementation phase, we engaged in a participatory process with internal teams to identify

Results Based Accountability (RBA) as a Tool for Equity

Population Result: The well-being of a whole population in a geographic area (e.g., all children under 5 in Alameda County, or all families with children under 5 in a zip code)

All Children in Alameda County are Ready for Kindergarten

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

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

For our programs and investments, we ask ourselves:

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

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

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performance measures to understand progress towards our goals and are collecting baseline data in fiscal year 2022-2023. The agency continues to prepare, adapt, and respond to the changing landscape as an influx of local resources becomes available to First 5 Alameda County and the larger early childhood system. As these shifts occur, we will continue to identify data, research, and evaluation approaches, in close partnership with community, to understand, monitor, and ultimately improve outcomes for children, families, and communities.

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APPENDIX A.1: Tracking Our Progress; Program Strategies, Goals, & Investments (P. 45-50)

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

[roadmap graphic]

In support of reaching our “North Star,” we fund organizations and initiatives, partner with parents and caregivers, providers, communities, and organizations and agencies, and administer programs for young children and families. The appendix below details our investments, partnerships, and programs for each year and how they align with the data-driven strategies that are shown to prepare children for kindergarten, outlined in our Road to Kindergarten Readiness. It also shows which strategic goals we have completed to track our progress in implementing the 2022-27 Strategic Plan.

Support Communities



FINANCIAL STABILITY

FY21-22 Program Investments

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

FY22-23 Program Investments

- Paid tuition and permit fees for early care educators through the Early Education Apprentice Program, increasing the average apprentice wage of \$19.13 per hour to \$28.00 per hour upon completion of 12 units and receipt of an Associate Teacher Permit
- Invested \$487,000 to support basic needs programming and distribution of diaper kits through a partnership with Neighborhoods Ready for School grantees and SupplyBank.org
- Provided referrals for basic needs support through our Help Me Grow Program; 33% of all referrals from Help Me Grow are for basic needs supports.



THRIVING NEIGHBORHOODS

Accomplished Goals

- Neighborhoods Ready for School, Goal #1: In January 2024, the NRFS partners presented their final four-year strategic workplans and data profiles to First 5, highlighting the needs and priorities of each community.

FY21-22 Program Investments

- As part of the Neighborhoods Ready for School strategy, First 5 funds trusted community organizations and family resource centers to build an ecosystem of support for families in the community.

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 - First 5 provides training and coaching in early identification to newly recruited family child care providers.
 - HMG trains providers to offer their families early screenings and offers direct screening through the Developmental Screening Program; provides care coordination and navigation support to families referred to the Central Access Point (phone line); and conducts community outreach and networking events to stay on top of available services and resources.

~~FY22-23~~ Program Investments

- Invested more than \$3 million in four neighborhoods across Alameda County through our Neighborhoods Ready for School Initiative
- Contracted with Cities & People Advisors to facilitate a strategic planning process specific to the Neighborhoods Ready for School initiative to help identify areas of opportunity and to foster alignment with Oakland Thrives' RiseEast

Support Families



FAMILY HEALTH & WELL-BEING

Accomplished Goals

- Parent Partnership, Goal #1: A strategic and visioning brief was completed in February 2024 providing context and recommendations for the evolution of this work.
- Parent Partnership, Goal #2: The assessment was completed, and CAS will transition to the Operations Division to centralize its functions across the agency.
- Parent Partnership, Goal #3: DULCE joined the Pediatric Care Coordination Division and data and lessons learned will inform the division's work.
- Pediatric Care Coordination, Goal #1: This work is completed yearly and remains ongoing, as resources must be updated each year.
- Pediatric Care Coordination, Goal #5: A CalAIM Opportunity roadmap for scaling and sustaining First 5's Pediatric Care Coordination services was developed. The roadmap outlines opportunities and risks with funding streams that support early identification, screening and care coordination, as well as a Care Management Continuum approach and three key phases for First 5 to leverage CalAIM opportunities to enhance care coordination for young children in Alameda County.

~~FY21-22~~ Program Investments

- Help Me Grow (HMG) Alameda County supports families to connect to medical check-ups, with particular focus on Medi-Cal clients; trains providers to offer screenings; and provides the HMG central access point (phone line) for information and care coordination.
- Awarded \$1.45 million from the Alameda Alliance for Health for an expanded partnership through HMG program to support access to pediatric preventative care, care management, and quality improvement
- Fund DULCE at Highland Hospital to provide health, family, and legal services to families

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

~~FY 22-23~~ Program Investments

- Created a new Pediatric Care Coordination division, secured philanthropic funds to hire a director to oversee that division, and expanded our Pediatric Care Coordination staffing and capacity to reach even more Alameda County children and families
- Renewed funding for our Help Me Grow and DULCE programs and collaborated with local partners, including our local Medi-Cal Managed Care Plan and Alameda Health System leadership, to identify additional funding sources to sustain these vital programs, which led to the successful 154% increase of Help Me Grow's annual budget
- Enrolled and provided enhanced support for 162 families at Highland Hospital's family birthing center through Project DULCE, which provides a family specialist in the pediatric setting to support connection of the families to needed resources, including legal support
- Served 8,600+ children and families through our Pediatric Care and Coordination division, which provides care coordination, connection to pediatric visits, developmental screenings,

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health and parenting education, resource information, family navigation, and/or peer support

- Benefited 1,323 children and 1,451 parents through investments in lactation supports for African American mothers and birthing people, with leadership from Alameda County Public Health Department, as part of our Birth Equity policy agenda
- Funded HUGS Cafes, a program of Mothers-for-Mothers Postpartum Justice Project, which partners with local Black-owned cafés to provide safe spaces for Black mothers, birthing people, and caregivers of infants in the community to gather and connect once every week. The program benefited more than 700 Black and African American women. Participants have reported maintaining continued relationships, connections, and support networks beyond the structured HUGs sessions.



EARLY CARE & EDUCATION

Accomplished Goals

- ECE, Goal #9: ECE Facilities Needs Assessment has been completed and focus now turns to implementation.
- ECE, Goal #20: The first Workforce Taskforce and preliminary landscape study with Social Policy Research Associates (SPRA) has been completed and focus now turns to implementation.

Ongoing

- Named administrator of Measure C: Children's Health and Child Care Initiative for Alameda County. The agency will now begin implementation of Measure C building off prior years' work to prepare for its role as administrator by restructuring the agency, convening an ECE Workforce Task, conducting an ECE Facilities Needs Assessment, and preparing for the staffing, facilitation, and orientation of the Measure C Community Advisory Council (CAC) members. (See Appendix D: **Readying Our County for Systems Change, for more on how the agency has prepared for implementation.**)
- Selected as the Early Education Implementation Partner for the Oakland Children's Initiative (OCI). In the first year of implementation, First 5 has allocated more than \$10 million to stabilize and strengthen existing early education programs at Oakland Unified School District and the City of Oakland Head Start. Initial allocations fund growing staffing needs and supports, family navigators, and one-time physical infrastructure projects to improve and increase capacity of current early care sites.

FY21-22 Program Investments

- Awarded \$1,000,000 from Alameda County Social Services Agency in General Fund to build a countywide child care centralized eligibility list (CEL) that will help caregivers access subsidized child care
- Expanded number of licensed family child care providers participating and benefiting from Alameda County Quality Counts, building peer support

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- Jointly funded Alameda County's ECE Apprenticeship Program to provide CalWORKs participants training, advanced degrees, and employment in ECE settings; advocated for additional investments in the model
- HMG care coordination and family navigation services provide connections to services and supports for parents and caregivers, as well as emotional support.
- Supported child care providers with technical assistance in English, Spanish, and Chinese for the statewide Minor Renovation and Repair Grant Request for Applications for both centers and family child care
- Support libraries to provide children's books in multiple languages, offer playgroups, provide take-home resources for parents, including over 1000 literacy kits, and provide developmental screening and referral on-site through HMG

~~FY22-23~~ Program Investments

- Hired a permanent Director of Early Care and Education and increased staffing and capacity to lead the implementation of the Oakland Children's Initiative Early Education Fund
- ~~Began administration of the Oakland Children's Initiative Early Education Fund, allocating more than \$10 million to stabilize and strengthen existing early education programs across Oakland Unified School District and the City of Oakland Head Start~~
- Supported 153 Family, Friend, and Neighbor (FFN) child care and 97 Family Child Care (FCC) providers with quality improvement programming such as trainings and individualized supports

Support ECE
Professionals,



KINDERGARTEN TRANSITION SUPPORTS

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Teachers, and Accomplished Goals

Care and Education Systems

- Fatherhood, Goal #2: In 2023, Healthy Relationship Principles (HRP) were adopted, and a new learning community was implemented. The focus now shifts to supporting their implementation in internal programs and with funded partners.

FY21-22 Program Investments

- Funded school districts in Alameda County, using an equity index, to support kindergarten transition programming (educational materials, books, tablets) and supports for families (basic needs)
- Developed a Summer Pre-K (SPK) Program that partnered with low-performing and high need elementary schools in Alameda County, providing quality transitional early childhood experiences for children without prior preschool or child care experience entering kindergarten in the fall
- Through the Neighborhoods Ready for School (NRFS) initiative, community partners promote child-and-family friendly communities, strong families, and school readiness
- Leader of Alameda County Fathers Corps, a collaborative focused on empowering and supporting fathers, service providers, agencies, systems, and the wider community to raise awareness of the critical role of fathers and father-figures and the benefits of active father involvement on young children's development; provide training and support to service providers with implementation of the Father-Friendly Principles; and advocate for more father-specific and father-friendly services
- Awarded grants to community-based organizations to provide drop-in groups to support fathers in addressing their challenges in accessing public and community supports
- Partnered with 10 libraries across the county to facilitate story time and playgroups for the community, where families are also connected to the Help Me Grow program, with which they can access support and resources for children's development, learning, and behavior

FY22-23 Program Investments

- Invested \$227,000 in support of the Oakland Unified School District Summer Kinder/TK Program. Funding also supports year-round school readiness and transition programming
- Fathers Corps program celebrated its 10th anniversary, completed an evaluation of the program, and rolled out a new set of Healthy Relationship Principles for organizations engaging fathers
- 411 fathers, father-figures, educators, and providers engaged in workshops, activities, and trainings during the 2023 Fatherhood Summit.

Support ECE Professionals,



SUPPORTED EDUCATORS & SYSTEMS

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**Teachers, and
Care and
Education
Systems**

Ongoing

- Named administrator of Measure C: Children's Health and Child Care Initiative for Alameda County. The agency will now begin implementation of Measure C building off prior years' work to prepare for its role as administrator by restructuring the agency, convening an ECE Workforce Task, conducting an ECE Facilities Needs Assessment, and preparing for the staffing, facilitation, and orientation of the Measure C Community Advisory Council (CAC) members. (See Appendix D: ~~Readying Our County for Systems Change, for more on how the agency has prepared for implementation.~~)
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~~FY21-22~~ Program Investments

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

~~FY22-23~~ Program Investments

- Convened 47 cross-sector stakeholders on First 5's Early Childhood Education Workforce Development Task Force to inform initial recommendations for a more coordinated local response to the ECE employment crisis
- Provided more than 50 trainings and learning opportunities for parents, caregivers, providers, and professionals in the ECE field
- Distributed \$288,430 in professional development and training stipends to ECE professionals and caregivers participating in First 5's Quality Counts program

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 - Together with Alameda County Social Services Agency and Tipping Point Community, continued to fund the Early Education Apprentice Program, administered by YMCA of the East Bay, which provides financial and academic support, as well as on-the-job training and mentorship while students pursue their ECE-related degrees and teaching permits

APPENDIX A.2: Tracking Our Progress; Policy Advocacy Efforts (P. 51-55)

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

[roadmap graphic]

First 5 Alameda County works to advance county, state, and federal policies through budgetary, legislative, and administrative advocacy to cultivate an equity-centered local early childhood system of care that prepares and supports children, families, and communities so that children are ready for kindergarten. Below are the policy advocacy activities we’ve engaged, by year, to advance each of our priority issue areas, to ultimately make progress toward our “North Star.”

Support Communities



FINANCIAL STABILITY

FY21-22

- Advocated for increases in economic supports for families at local, state, and federal levels, e.g., child tax credits, diaper banks, supports for CalWORKs
- Funded the evaluation of Help A Mother Out’s diaper distribution and provided a letter of recommendation for the successful application to the California Commission on the Status of Women for a \$25,000 Women’s Recovery Response grant
- Signed on to an open letter from the National Collaborative for Infants and Toddlers, laying out a vision for increased investments in prenatal-to-three issues in 2022 and beyond
- Provided public comment to support Stable Rents and Stable Families campaign to strengthen rental protections for the unincorporated communities in Alameda County
- Provided public comment in support of AB 2053: The Social Housing Act (Lee) to connect early childhood and affordable and stable housing
- Submitted a comment letter to the City of Oakland’s General Plan Housing Element highlighting the housing needs of families with young children and early care and education professionals living in Oakland and Alameda County

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 - Signed-on to a federal letter urging Congress to include housing investments in the revised budget reconciliation bill
 - Submitted a letter in support of SB 1083 to increase access to homeless assistance support for pregnant CalWORKs families, which was signed into law in September 2022
 - Supported AB 230 (Reyes) and SB 59 (Skinner), which proposes increased access to period products as a form of basic needs
 - Signed on to a letter and provided public comment supporting a State Budget Proposal for \$30M over three years for diaper and wipe distribution
 - Submitted a federal regulatory comment in support of proposed updates to modernize the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) by allowing online ordering and transactions and food delivery
 - Submitted a letter of support for AB 309 (Lee) which proposed to increase access to affordable and stable housing

FY22-23

- Submitted a letter to our Alameda County State Delegation urging them to support policies that aid families through the pandemic including increased paid family leave and state disability insurance payment rate, extending access to COVID supplemental paid sick leave as well as streamlining construction of affordable housing
- To elevate diaper need as a gap in the safety net, presented the findings from our Help a Mother Out Diaper Bank Evaluation at the California Welfare Directors Association annual conference in October 2022
- Submitted a federal regulatory comment in support of proposed updates to modernize the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) by allowing online ordering and transactions and food delivery
- Signed onto a letter urging the Governor to sign SB 951 (Durazo): Affordable Paid Leave for All into law. SB 951 would increase wage replacement rates for PFL + SDI to 90% for lower wage workers by January 1, 2025, making paid family leave and state disability insurance accessible to all Californians.
- Provided public comment at state committee hearings in support SupplyBank.org's budget proposal for a statewide diaper bank program

**THRIVING NEIGHBORHOODS****FY21-22**

- Signed on to a budget letter requesting that the California legislature and administration increase wage replacement rates for low-wage workers in the State Disability Insurance and Paid Family Leave programs
- In partnership with the City of Oakland, submitted a one-time state budget request to improve Oakland's play spaces for young children and their families
- Funded an evaluation of our place-based Neighborhoods Ready for School strategy to inform policy advocacy and public investments
- Partnered with parents and caregivers to inform the design, implementation, and interpretation of the 2021-22 Kindergarten Readiness Assessment study as part of a research to action approach and commitment to equity

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 - Submitted letters of support for AB 2517 (Bonta) and AB 1321 (Bonta) which propose to establish a two-year California Coordinated Neighborhood and Community Services grant program to implement new, and strengthen existing, neighborhood and regional cradle-to-career networks to reduce inequities and increase economic mobility in communities across California through integrated place-based support systems
 - Advocated to ensure equitable implementation of CalAIM; submitted a letter to the state budget subcommittees in response to the state's proposed sunset of the Child Health and Disability Prevention program
 - Submitted a letter to the City of Oakland in support of San Antonio Neighborhood's recommendations and work with neighborhood members to finalize and implement a Master Plan that supports the health and well-being of children ages birth to 5

FY22-23

- ~~Submitted a letter to the City of Oakland in support of San Antonio Neighborhood's recommendations and work with neighborhood members to finalize and implement a Master Plan that supports the health and well-being of children ages birth to 5~~
- Submitted a letter of support for AB 1321 (Bonta): California Coordinated Neighborhood and Community Services Grant Program, which would have established a California Coordinated Neighborhood and Community Services grant program to implement new, and strengthen existing, neighborhood and regional cradle to career (C2C) networks to reduce inequities and increase economic mobility in communities across California through integrated place-based support systems
- Provided public comment to the Draft PY21–24 Regional Plan Biennial Modification highlighting the workforce needs of families with young children and early care and education professional living and working in Alameda County
- Submitted a letter of support for AB 309 (Lee): Social Housing Act, which would introduce social housing to California

**Support
Families**



FAMILY HEALTH & WELL-BEING

- Updated text for FY 2025-26 in **orange**
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FY21-22

- Submitted a letter in support of AB 1995, a proposal to eliminate monthly Medi-Cal premiums or copayments so that low-income households can put resources toward other essential needs
- In support of continuous Medi-Cal eligibility, AB2402, Diana Garcia, Data and Policy Analyst, gave testimony (beginning at the 2:36:50 mark) at the California State Assembly
- Submitted a letter in support of SB 65 the California Momnibus bill, which would re-imagine maternal health to improve perinatal outcomes, close racial disparities in maternal and infant mortality and morbidity, and improve data collection and research on socioeconomic factors that contribute to negative birth outcomes
- Provided the California Department of Health Care Services feedback on a draft of the Medi-Cal Community Health Worker Provider Manual to ensure that its language supports implementation to advance health equity
- Wrote a letter to the state supporting the California Department of Public Health's Maternal, Child and Adolescent Health priorities to advance health equity for women, birthing people, children, adolescents, and families
- Signed on to a letter rejecting the Governor's proposal to delay implementation of the Community Health Workers, Promotoras, and Representatives (CHWPR) workforce and training funds asnd signed on to a letter requesting that the Governor use funds from the Managed Care Organization Tax Proposal to raise CHWPR wages
- ~~Supported Alameda County's Social Services Administration ask for three enrollment office mobile vehicles to help connect families to programs and services they are eligible for~~
- ~~Submitted a letter in support of AB 583 (Wicks), which would establish the Birthing Justice for California Families Pilot Project to support specified groups, including community-based doula groups, to provide full-spectrum doula care to pregnant and birthing people who are low income and do not qualify for Medi-Cal or who are from communities that experience high rates of negative birth outcomes, among others~~
- Published a Birth Equity Policy Brief highlighting recommendations and local strategies to ensure Black women and birthing people have safe and healthy births

FY22-23

- Signed on to a letter rejecting the Governor's proposal to delay implementation of the Community Health Workers, Promotoras, and Representatives (CHWPR) workforce and training funds. We also signed on to a letter requesting that the Governor use funds from the Managed Care Organization Tax proposal to raise CHWPR wages.
- ~~Published a Birth Equity Policy Brief highlighting recommendations and local strategies to ensure Black women and birthing people have safe and healthy births~~
- Submitted a letter of support for AB 583 (Wicks): Birthing Justice for California Families Pilot Project, which would establish the Birthing Justice for California Families Pilot Project to support specified groups, including community-based doula groups, to provide full-spectrum doula care to pregnant and birthing people who are low income and do not qualify for Medi-Cal or who are from communities that experience high rates of negative birth outcomes, among others
- Supported Alameda County Social Services Agency ask for three enrollment office mobile vehicles to help connect families to program and services they are eligible for

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 - Supported Asian Health Services and UCSF Oakland Children's Hospital with letters of support for Health Resources and Services Administration (HRSA) federal funds to increase childhood developmental screenings and necessary follow-up services and referrals



EARLY CARE & EDUCATION

~~FY21-22~~

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

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FY22-23

- Provided a letter of support for AB 679 (Wicks): Family Daycare Homes: Meals Reimbursement Rate which proposed to eliminate the unfair meal reimbursement rate gap that discriminates against family child care providers
- ~~Submitted letters of support for AB 1352 (Bonta) which proposes to expand the Alameda County's Child Care Pilot Program set to expire on June 30, 2023~~
- ~~Submitted a letter of support for AB 51 (Bonta) to advocate for effective and equitable functioning of California's early childhood system so that it meets the diverse childcare needs of families and the workforce in every community~~

Support ECE
Professionals,
Teachers, and
Care and
Education
Systems

**KINDERGARTEN TRANSITION SUPPORTS****FY21-22**

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

FY22-23

- Hosted a Policy Breakfast focused on sharing and digesting key findings from the recent Kindergarten Readiness Assessment study and highlighting remarks from featured speaker Assemblymember Mia Bonta
- In partnership with Oakland Unified School District, Union City Family Center, and county libraries, First 5 published a policy brief on kindergarten transition supports
- Submitted a letter of support for AB 1321 (Bonta): California Coordinated Neighborhood and Community Services Grant Program, which would have established a California Coordinated Neighborhood and Community Services grant program to implement new, and strengthen existing, neighborhood and regional cradle to career (C2C) networks to reduce inequities and increase economic mobility in communities across California through integrated place-based support systems

Support ECE
Professionals,

**SUPPORTED EDUCATORS & SYSTEMS**

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Teachers, and**Care and ~~FY21-22~~****Education****Systems**

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

~~FY22-23~~

- ~~Signed on to a letter urging the Governor and State Legislators to adopt an alternative methodology utilizing a cost-estimation model and multi-year transition plan to address the child care crisis and transform child care and early learning in California to ensure young children and families can thrive~~
- ~~Provided public comment at state workgroup meetings advocating for meaningful weights on regional adjustments that reflect the local cost of quality child care and cost of living~~
- Submitted public comment on Alameda County's Mental Health Services Act (MHSA) three-year plan for FY 2022-23, which highlights findings from our most recent KRA report and the continued need for mental health services and supports that target young children, their parents/caregivers, and the early care and education workforce

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APPENDIX B: Summary of Strategic Plan Partner Feedback (June 2022 version) (P. 56)

Summary of Strategic Plan Stakeholder Feedback

Build/evolve the early childhood system.

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

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



Families



Staff



**Community
Data**



**Stakeholder
Interviews**

PRIORITIES FOR SUPPORTING FAMILIES

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

PRIORITIES FOR SUPPORTING PROVIDERS

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

PRIORITIES FOR FIRST 5

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

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PRIORITIES FOR SYSTEMS

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

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APPENDIX C: Local Child Care Ballot Measures (P. 57-59)

	The Oakland Children's Initiative (Measure AA)	The Children's Health and Child Care Initiative for Alameda County (Measure C)
Geography	City of Oakland	Alameda County
Overview	<ul style="list-style-type: none"> • 30-year annual parcel tax of \$198 a year on single-family homes and \$135 a year per unit of each multi-unit residence • Revenues support early child care and preschool programs and fund college readiness programs, tuition assistance, and efforts to fix racial inequities in access to higher education • Raises approximately \$25-\$30 million annually with funds divided into three subaccounts: <ul style="list-style-type: none"> ○ 62% to Early Education Fund ○ 31% to the Oakland Promise Fund ○ 7% for oversight and accountability 	<ul style="list-style-type: none"> • A 20-year half-percent (0.5%) sales tax that would raise an estimated \$150 million per year to provide support and enhancements for child care, preschool, early education, and pediatric health care in Alameda County • The funds will be divided 80/20 into two subaccounts: <ul style="list-style-type: none"> ○ A Pediatric Health Care Account (20%), overseen by a citizen oversight committee ○ A Child Care, Preschool, and Early Education Account (80%), administered by First 5
Status	The Oakland Children's Initiative (Measure AA) was passed in November 2018 and upheld by the courts in 2021. In December 2022 First 5 Alameda County was awarded the contract to serve as the Early Care and Education Implementation Partner.	Measure C was passed in March 2020 and upheld by the courts in 2024. First 5 facilitated the development of a five-year program plan and budget that requires approval from the First 5 Commission and Alameda County Board of Supervisors (expected in June 2025).
Key Components of Early Childhood Portions	<ul style="list-style-type: none"> • Expand existing public services; first funding priority is to public agencies, particularly programs at Oakland Unified School District (OUSD) and Oakland Head Start • Priority on serving the children of families with the lowest incomes and/or those who are in high need. Support families who need FFN care. • In order of priority: <ul style="list-style-type: none"> ○ Availability of free or affordable and high quality ECE or preschool <ul style="list-style-type: none"> ▪ 4-year-olds from low-income families 	<ul style="list-style-type: none"> • Increases access to quality care for participating providers through: <ul style="list-style-type: none"> • New vouchers and slots • Wage enhancements • Ensures teacher wages at a minimum of \$15 to be increased annually with revenue = increases • Allows services to 0–12-year-olds, but defines a focus on 0–5-year-olds • Targets low-income families and those children/families with the greatest needs, e.g., families experiencing homelessness and children in foster care

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	The Oakland Children's Initiative (Measure AA)	The Children's Health and Child Care Initiative for Alameda County (Measure C)
	<ul style="list-style-type: none"> ▪ 3-year-olds from low-income families ○ Increase affordability or quality of preschool (not ECE) <ul style="list-style-type: none"> ▪ All 4-year-olds ▪ All 3-year-olds ○ Increase the availability and/or quality of child development support services for children from birth through age 3 	
Provider/Program Wage Requirements	<p>Pay all employees minimum \$15/hr to be adjusted annually</p> <ul style="list-style-type: none"> • Adjusted annually based on the San Francisco-Oakland-Hayward Consumer Price Index (CPI) • The City of Oakland has its own <u>minimum wage schedule</u> for employees working within the geographic boundaries of Oakland (\$16.10/hr in 2024). 	<p>Pay all ECE educator employees minimum \$15/hr to be adjusted annually on January 1, beginning in 2022.</p> <ul style="list-style-type: none"> • Based on the San Francisco-Oakland-Hayward Consumer Price Index (CPI) <i>or</i> the percentage increase in revenues raised during the previous calendar year by tax (whichever is <i>less</i>)
Provider Quality Requirement	<p>Participating center-based programs are able to, within reasonable timeframe:</p> <ul style="list-style-type: none"> • Achieve baseline rating of 3 on QRIS or new system • Utilize developmentally appropriate curriculum, aligned with CDE standards, and evidence-based and/or demonstrated success in improving preparation for kindergarten • Conduct formative assessments <p>Participate in valid, regular, and reliable assessments of quality to foster continuous improvement and to reduce disparities by income/wealth in child outcomes</p>	<p>Measure C outlines multiple strategies for improving ECE quality, including:</p> <ul style="list-style-type: none"> • Comprehensive training and professional development system • Support for educational advancement and degree attainment • Teacher retention • Maintaining, enhancing, and expanding quality ECE facilities
First 5's Role as Administrator of Funds	<p>Contractor with the City of Oakland</p> <ul style="list-style-type: none"> • Early Education Implementation Partner • Contracts are on a five-year cycle. 	<p>First 5's role as outlined in section 2.08.305.B of the Ordinance:</p> <ul style="list-style-type: none"> • Developing Program Plan & Annual Expenditure Plan • Allocating funds based on Expenditure Plan • Developing, implementing, administering, and overseeing all programs and services paid for by the Child Care, Preschool, and Early Education account • Providing staff support for the CAC

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	The Oakland Children's Initiative (Measure AA)	The Children's Health and Child Care Initiative for Alameda County (Measure C)
		<ul style="list-style-type: none"> • Developing the Program Plan Evaluation • Operating with transparency and public accountability, good fiscal stewardship of public resources; annual audit to ensure compliance • Awarding funds pursuant to our contracting policies and the Ordinance requirements
Governing Bodies & Responsibilities	<u>Accountability Officer duties include:</u> <ul style="list-style-type: none"> • Overseeing programs and providing recommendations to the Citizens Oversight Commission • Preparing subsequent 5-year guidelines • Leading the selection process and contracting for the Implementation Partners, making recommendations to the Citizens Oversight Commission • Ensuring independent financial audits • Monitoring performance of Implementation Partners • Overseeing external evaluations, including selection 	<u>Alameda County Board of Supervisors (BOS)</u> <ul style="list-style-type: none"> • Conducts the annual independent audit • Can terminate First 5 and select a different entity as the Administering Agency • Approves Five-Year Program & Budget Plans
Community-Seated Bodies	<u>Citizen's Oversight Commission (COC) duties include:</u> <ul style="list-style-type: none"> • Approves (or rejects) City of Oakland staff's recommendation of the Early Education Implementation Partner • Approves the five-year Guidelines for the Early Education funds • Approves or rejects plans, recommendations, audits • Approves (or rejects) recommendations; does not develop policy and programmatic recommendations <u>Oakland City Council</u> Mayor appoints COC members & Council confirms	<u>First 5 Alameda County Commission</u> <ul style="list-style-type: none"> • Approves Annual Expenditure Plan • Approves Five-Year Program & Budget Plans <u>Community Advisory Council (CAC)</u> <ul style="list-style-type: none"> • Develops policy and programmatic recommendations related to the Measure C account • First 5 will develop the Program Plan, which must be developed in coordination with the Community Advisory Council (still to be seated) and community, for approval by the First 5 Alameda County Commission and Board of Supervisors.
Auditing	Accountability Officer ensures annual audits are completed and presented to COC.	BOS conducts annual independent financial audit of Measure C revenues and expenditures.

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	The Oakland Children's Initiative (Measure AA)	The Children's Health and Child Care Initiative for Alameda County (Measure C)
Evaluation Cycles	<p>Accountability Officer oversees external evaluations of Implementation Partners' performance.</p> <p>Progress and performance reporting are due to COC every two years.</p>	<p>Evaluations during implementation period of each Plan and prior to the development of a new Plan (every fourth year).</p> <p>First 5 oversees external evaluations with input for CAC for presentation to BOS.</p>
Data Reporting	<p>Oakland City Administrator has the authority to enter into a contract with legally required terms such as (but not limited to):</p> <ul style="list-style-type: none"> • Performance metrics and benchmarks • Data sharing agreements 	<p>First 5 develops data collection strategies and collects data from participants in Measure C programs as part of initial application and evaluation process.</p>

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APPENDIX D: **Administering Measure C** (P. 60-61)

The **Children's Health and Child Care Initiative for Alameda County (Measure C)**, a countywide measure, was passed by voters in March 2020 and names First 5 Alameda County as the administrator of the Child Care, Preschool, and Early Education portion of the revenue. Upheld by the courts in 2024, the Children's Health and Child Care Initiative for Alameda County is expected to raise approximately \$150M annually for early care and education. **In FY 2024-2025, First 5 Alameda County began implementation by staffing a Community Advisory Council and facilitating a series of Community Listening Sessions with community, providers, families, and early childhood partners to guide the development of the initial five-year program plan and budget. The Measure C 5-Year Program Plan and Executive Summary* will be presented to the First 5 Alameda County Commission and the Alameda County Board of Supervisors for approval in June 2025.**

Since the passage of Measure C in 2020 and throughout the four years of litigation, First 5 Alameda County **took** significant steps to **leverage our agency infrastructure** to prepare the agency for implementation in key areas, including:

ADMINISTRATION & FACILITIES

- **Invested in a Facilities Needs Assessment** for centers and family child care providers in Alameda County to understand the infrastructure and space needed to offer high-quality care.
- **~~Published soon-to-be-published an~~ Early Care and Education Needs Assessment** for the **urban** unincorporated areas of Alameda County in partnership with the Alameda County Community Development Agency to understand the supply of licensed and affordable child care, access to high-quality services, and needs of child care facilities in these areas.
- **In fiscal year 2023-2024, we released a Request for Proposals (RFP) to secure a contractor for the Early Childhood Facilities Fund and Technical Assistance Request program.** The primary goals of this funding will include supporting children's kindergarten readiness, asset building, developing more stable, high-quality facilities for the early childhood field, and leveraging other funding streams for facilities where possible. The contractor, **Low Income Investment Fund**, will support the development of recommendations for the Early Childhood Facilities Fund Program with accompanying policy recommendations, dissemination of capital, and technical assistance to providers.

COLLABORATION & PLANNING

- **We started community engagement planning and meetings with key **partners****, such as the Alameda County Administrator's Office (CAO), the Valley Family Child Care Association (VFCCA) FCC Listening Session, Alternative Payment agencies, Resource & Referral agencies, school districts, and Head Start programs.
- We **have** also embarked on informational presentations across the county to share our Oakland Children's Initiative implementation and Measure C readying work with community, parents, providers, and partners. We continue to benefit from the community engagement that resulted in these two measures, including listening sessions to consider how Measure C can best support our diverse mixed delivery system in the county.

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DATA & EVALUATION

- **Adopted the Early Development Instrument (EDI) as the new Kindergarten Readiness Community Study tool.** The EDI is a comprehensive tool that provides valuable insights into the development of children, helps us predict health, education, and social outcomes, and informs policy decisions and investments. The adoption of this new tool was a collaborative decision made by all school districts involved in the Countywide Kindergarten Readiness Tool Decision-Making Series, a sequence of meetings that was co-chaired by Alameda County Superintendent Alysse Castro and First 5 Alameda County CEO Kristin Spanos and included school district representatives and labor representation. The series culminated in the unanimous decision to adopt the EDI. ~~We believe that~~ The EDI will serve as a critical component in our efforts to improve local systems that support children 0-5 and their families.

EARLY CARE & EDUCATION WORKFORCE

- **Continued to expand and **completed** an evaluation of the Early Education Apprentice Program.** This program is an "earn and learn model" that covers tuition and permit fees for early care educators while providing on-the-job training, stipends, and additional supports like tutoring and child care. It is an exemplary model of a public-private partnership between Alameda County Social Services Agency, First 5 Alameda County, and philanthropy (Tipping Point Community), and the type of **innovative** public policy infrastructure necessary to support the continued growth in our local early care and education delivery system.

OPERATIONS, INFRASTRUCTURE, & TECHNOLOGY

- **Worked on an ECE financial landscape to inform key programmatic investments for Measure C.** ~~We are working~~ with national and state consulting experts in support of our financial forecasting and implementation planning.
- **First 5 Alameda County ~~has~~ proactively built its capacity and readied its infrastructure to implement Measure C.** We ~~have~~ restructured the agency and conducted hiring to ensure ~~we have~~ the staffing and infrastructure **needed** to administer substantial new public funding. Since fiscal year 2022-2023, we have added **45** new positions in various areas throughout the agency, including programs, operations, finance, compliance, technology, data and evaluation, planning, communications, and government affairs and policy. These changes will continue into **2025** and beyond, as we **continue** a three-to-five-year building phase. We aim to retain and recruit a workforce that reflects the diversity and cultural fabric of Alameda County, support staff development and professional growth, ensure regulatory compliance, and effectively implement existing and new initiatives.
- **Reviewed, prepared, and revised** governance, financial, and compliance structures, policies, and practices, e.g., investment and conflict of interest policies and practices.
- **Recruited an auditing firm** for annual financial and program compliance.
- **Secured contracts with expert consultants to strengthen the foundation and capacity of the agency:**
 - Prenatal to Five Fiscal Strategies supports First 5 with financial modeling and advising on the governance structure for the Children's Health and Child Care Initiative for Alameda County's Community Advisory Council, ~~which First 5 is responsible for standing up and staffing.~~

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 - School Readiness Consulting **supports** First 5's Leadership and ECE team on a broad range of system readying and planning efforts, including the development of recommendations and a community engagement strategy for key partners to inform a **Centralized Eligibility and Enrollment (CEE)** technology tool build and the development of an initial ECE System program design and operational approach to implementation.
 - **Wellbrook Partners to support the implementation of the Early Care and Education (ECE) Emergency Grants and provide consultation on financial modeling.**
- **Secured** Technology Development Liaison consultants:
 - **SRI International to support** the procurement and implementation of a technology system for the centralized eligibility and enrollment system, which we call Child Care Pathways. The technology system will support eligibility for, and enrollment into, ECE services.
 - **Child Trends to** advise on efforts to integrate early childhood data from across data systems and **advise** in the development of requirements for a data warehouse.

In fiscal year 2025-26, First 5 Alameda County will begin implementing the first year of investments from the inaugural Measure C Child Care, Preschool, and Early Education Account Program Plan and Budget 2025-2030 * (approval expected in June 2025). Upon approval by the Alameda County Board of Supervisors, the Measure C 5-Year Plan is hereby incorporated into First 5 Alameda County Fiscal Year 2022-27 Strategic Plan as the major significant strategic update to the agency's work for fiscal years 2025-27.

**Links to the final Measure C 5-Year Program Plan and Executive Summary will be added following First 5 Alameda County Commission and Alameda County Board of Supervisors approval.*

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- Updated text for FY 2025-26 in **orange**
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