Alameda County

Individualized Child Care Subsidy Pilot

Local Child Care Policy and Evaluation Plan

April 2016

Prepared by:

601 Montgomery Street, Ste. 400
San Francisco, CA 94111
# Table of Contents

**Contributors to the Plan** ................................................................................................................................. i

**Executive Summary** ........................................................................................................................................... ii

- Pilot Goals and Plan Components ........................................................................................................................ ii
- Monitoring of the Pilot’s Effectiveness in Meeting County Goals ........................................................................ iv

1 **Introduction** ...................................................................................................................................................... 1

- Overarching Goals for the Alameda Child Care Subsidy Pilot Project ................................................................. 2
- Requirements for the Individualized County Subsidy Plan ...................................................................................... 2

2 **Local Child Care Needs and Barriers** ................................................................................................................ 3

3 **Local Policy for Child care subsidies** ............................................................................................................... 17

- Overarching Goals of the Pilot ............................................................................................................................... 17
- Plan Components and Methodology .................................................................................................................... 18

4 **Evaluation Plan** ................................................................................................................................................. 25

**Appendix A: State and Pilot Family Fee Schedule** .......................................................................................... 28
CONTRIBUTORS TO THE PLAN

Contractors:
24 Hour
4C’s of Alameda County
Ala-Costa
Alameda County Social Services Agency
Alameda Unified School District
Albany Unified School District
BANANAS, Inc.
Bay Area Hispano Institute for Advancement
Berkeley Unified School District
CAPE, Inc.
Castro Valley Unified School District
Chabot-Las Positas Community College
Child Care Links
Child, Family and Community Services
City of Emeryville
City of Oakland
Davis Street
Emery Unified School District
Ephesians Children Center
Fremont Unified School District
Hayward Unified School District
Kidango, Inc.
Livermore Valley Joint USD
New Haven Unified School District
Oakland Unified School District
Peralta Community College
Regents of the UC-UC Berkeley
San Lorenzo Unified School District
Seneca Family of Agencies
St. Mary’s Center
St. Vincent’s Day Home
Supporting Future Growth CDC
The ARC of Alameda County
The Salvation Army
YMCA of the Central Bay Area
YMCA of the East Bay

Special Thanks: Angie Garling and Kat Troyer, Early Care and Education Program, Alameda County; Melinda Martin, Lorita Riga

Funding for this Plan is provided by First 5 Alameda County, East Bay Community Foundation, Thomas J. Long Foundation

Alameda County Individualized Child Care Subsidy Pilot Plan | April 2016
EXECUTIVE SUMMARY

Assembly Bill 833 (AB833), signed by Governor Jerry Brown on October 7, 2015, authorizes an Alameda County Child Care Subsidy Project (the Pilot). This legislation, designed in partnership with local child care stakeholders and carried by Assemblyman Rob Bonta, authorizes a plan specifically tailored to the needs and goals of the local community. The Pilot was conceived as a means to explore solutions to the problems that the state’s “one-size-fits-all” child care subsidy system presents to high cost counties such as Alameda. Without any additional funds, the Pilot seeks to demonstrate the effects of limited local control and flexibility and stakeholder efficiency to meet the goals of family self-sufficiency and to stabilize a fragile child care infrastructure.

The Pilot approach allows Alameda County to address two fundamental concerns: first, that families barely earning enough to meet the high costs of living in the County are nevertheless considered too high income to qualify for child care subsidies; and second, that the state reimbursement rates to providers contracted to provide high quality child care are so low that contractors cannot cover their costs, and therefore, are unable to utilize their full allocation of state and federal child care and child development funds. As a result, fewer children receive subsidized care through these providers and child care spaces are lost to the County.

AB833 offers Alameda County the opportunity to test strategies to overcome these challenges and pilot efficiencies that may be replicated statewide to improve the stability of the subsidized child care system in California.

In particular, AB833 allows Alameda County to establish rules for:

- Income eligibility for families with income above the state eligibility cutoff;
- Family fees for families with income above the state eligibility cutoff;
- Provider reimbursement rates for contracted care; and
- Ways to maximize the efficient use of contracted funds.

Pilot Goals and Plan Components

Increase the viability of the Alameda County subsidized child care system for contractors.

A key goal in creating AB833 is to increase stability and retention of child care contractors who are unable to meet their needs under the current system. Since the Pilot does not allow for additional funds to the County, the Pilot seeks to model funding flexibility and local control to maximize contractor earnings. Specific changes in the Pilot include the following:
• Reallocate contract funds from direct service contractors in Alameda County who are not fully earning their contracts to the Pilot. These funds will be used to calculate higher contractor reimbursement rates (called the Pilot Reimbursement Rate or PRR). For 2016/2017, the Pilot rate for California State Preschool (CSPP), California Center Based General Program (CCTR), and California Handicapped Program (CHAN) will be determined when Alameda County receives complete information on the County’s underearning.

• Allow high-rate school districts to claim adjustment factors.

• Allow school-age programs to claim a Limited English Speaking factor for students.

Increase the ability of low-income families to move toward self-sufficiency through higher earnings.

• Implement a higher income threshold for ongoing eligibility compared to the state threshold. Under the proposed family fee schedule (Appendix A), a family of 4 would income out of subsidized care at a monthly income of $3,908. Under the Pilot, this same family would be eligible for care until their monthly income reached $5,646.

• Implement the Pilot family fee schedule included in Appendix A. In the “transition” range of income between the statewide and County Pilot income thresholds, a new family fee schedule has been established. The Pilot family fee schedule is based on the concept that a family should pay approximately 10 percent of their monthly income in monthly child care fees.

Increase the stability of care placements for families. In addition to the plan elements listed above, the Pilot seeks to include elements that increase family stability and lessen disruptions to children and families.

• Require 12 months (OR MORE) of family eligibility for all programs instead of reviewing eligibility every time the family changes their situation. Determine family eligibility based on either the previous month’s income or the average of the previous year’s income, whichever is in the “best interest of families.” This will allow families to achieve some level of financial stability. This is similar to a system already in place in Head Start programs.

• Reinstate sibling preference in enrollment.
- Allow state preschool agencies that serve children for two years to consider these families under the Pilot income thresholds rather than as new incoming students.

- Allow CalWORKs Stage One families to participate in the Pilot.

**Monitoring of the Pilot’s Effectiveness in Meeting County Goals**

Each year the County of Alameda will prepare an annual report on the progress of the Pilot project for submission to the Early Education and Support Division (EESD.) These annual reports will provide four types of information: First, they will document the implementation of the Pilot, both for the County itself and to assist the state and other counties in considering the implementation of similar changes. Second, they will provide the results to date on each of the outcome measures described in the evaluation section of this report. Third, they will track conditions in the County, comparing Alameda County to elsewhere in the state as appropriate, to provide a context for the Pilot’s progress. Finally, they will identify any modifications in the Pilot plan based on the previous year’s experiences.
1 INTRODUCTION

Assembly Bill 833 (AB833), signed by Governor Jerry Brown on October 7, 2015, authorizes the Alameda County Child Care Subsidy Project. This legislation, designed in partnership with local child care stakeholders and carried by Assemblyman Rob Bonta, authorizes a child care subsidy plan specifically tailored to the needs and goals of the local community. The Pilot was conceived as a means to explore solutions to the problems that the state’s “one-size-fits-all” child care subsidy system presents to high cost counties such as Alameda. As stated in the AB833 legislation, the Pilot was designed “in an effort to provide access to affordable, high-quality services supported by adequate rates, integrated data systems, and a strong infrastructure that supports children and the educators that serve them.” Without any additional funds, the Pilot seeks to demonstrate the effects of limited local control and flexibility and stakeholder efficiency to meet the goals of family self-sufficiency and to stabilize a fragile child care infrastructure.

The Pilot approach allows the County to address two fundamental concerns: first, that families barely earning enough to meet the high costs of living in the County are nevertheless considered too high income to qualify for child care subsidies; and second, that the state reimbursement rates to providers contracted to provide high quality child care are so low that contractors cannot cover their costs, and therefore, are unable to utilize their full allocation of state and federal child care and child development funds. As a result, fewer children receive subsidized care through these providers and child care spaces are lost to the County.

AB833 offers Alameda County the opportunity to test strategies to overcome these challenges and pilot efficiencies that may be replicated statewide to improve the stability of the subsidized child care system in California.

In particular, AB833 allows Alameda to establish rules for:

- *Income eligibility* for families with income above the state eligibility cutoff;
- *Family fees* for families with income above the state eligibility cutoff;
- *Provider reimbursement rates* for contracted care; and
- *Ways to maximize the efficient use of contracted funds*.

However, AB833 provides the County with only limited flexibility in designing its subsidy rules. Notably, there are no additional resources for the Pilot – only unearned and unallocated funds from existing Title V contracts may be used. Additionally, there are three fundamental limitations of the Pilot:

- No family who would have been eligible under state rules can either become ineligible or
be asked to pay higher family fees;
- Provider participation is entirely voluntary;
- The number of child days of enrollment across participating providers must increase overall from the base year.

Within these limitations, however, Alameda County has drafted a local child care subsidy policy that aims to benefit participating families by allowing them to remain income eligible for subsidies, helping maintain stable child care and early childhood education arrangements, as their earnings increase beyond the current income cutoffs. This policy can also benefit direct service contracted center providers, not just by allowing them to serve children longer, but also through modest increases in the Standard Reimbursement Rate (SRR). Finally, the pilot aims to increase the overall supply of subsidized care by maximizing the use of currently underutilized funds. By turning back fewer “slots” (in underearnings), the Pilot plans to increase the number of child days of enrollment.

**Overarching Goals for the Alameda Child Care Subsidy Pilot Project**

Recognizing the needs of the County, the potential benefits for families and providers, and the limitations of the legislation, the Alameda Child Care Subsidy Pilot Project seeks to achieve several key goals:

Goal 1: Increase the viability of the Alameda County subsidized child care system for contractors.

Goal 2: Increase the ability of low-income families to move toward self-sufficiency through higher earnings.

Goal 3: Increase the stability of care placements for families.

**Requirements for the Individualized County Subsidy Plan**

This plan represents the product of a number of planning steps established by the Legislation. To meet the requirements for implementation of new child care subsidy rules the plan incorporates four elements: (A) an assessment of the County’s needs and goals for the Pilot including identification of the barriers that exist to meeting County goals under the current system; (B) development of a local policy that addresses these barriers to better meet the County’s goals; (C) recognition “that all funding sources utilized by direct service contractors that provide child care and development services in Alameda County are eligible to be included in the child care subsidy plan;” and (D) establishment of measurable outcomes.

Alameda County Individualized Child Care Subsidy Pilot Plan | April 2016
2 LOCAL CHILD CARE NEEDS AND BARRIERS

One component of the Alameda Child Care Subsidy Plan as outlined in the legislation is an assessment that examines “whether the current structure of subsidized child care funding adequately supports working families” and identifies “barriers in the state’s child care subsidy system that inhibit the County from meeting it’s child care goals.” Specifically, the legislation requires the following elements be included in an assessment of needs and barriers:

— General demographics
— Trends in the County’s unemployment and housing affordability index
— County’s self-sufficiency income level
— Current Supply of available subsidized child care
— Level of need for various types of subsidized child care services
— Cost of providing child care
— Standard reimbursement rates and regional market rates

We begin this section by discussing the demographics of families in Alameda County, the cost of living, and the current need and supply of subsidized child care. We will conclude this section with a discussion of the cost of providing child care in Alameda County.

There are over 225,000 children living in Alameda County with potential child care needs from a diverse set of backgrounds.

As of 2014, there were 333,286 children living in Alameda County (Table 1 on the next page). Of these children, just over two-thirds live in households where all of the parents in the household work. Approximately one third of these children are under six years of age and two-thirds are six to 17 years old. For both age groups, children in Alameda County have a higher share of households with both parents working than statewide. Among children under six years of age in Alameda County, 65 percent have all parents working compared to 61 percent statewide. For children six to 17 years of age, the percent increases to 69 percent in Alameda County and 66 percent statewide.¹

¹ 2014 American Community Survey 1-Year Estimates
This translates into 74,297 children under six and 150,796 children six to 17 with both parents working. The number of children with all parents working only approximates the demand for child care. It may overstate the demand from working parents because a number of parents set their work schedules to allow for split shifts where one parent is able to care for the children. Additionally, it does not account for families with other caregiving situations such as relatives, babysitters, or nannies.

### Table 1: Alameda County Children with All Parents Working, 2014 Estimates

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Number of Children in Alameda County</th>
<th>Share of Children 0-17</th>
<th>Share with all Parents Working</th>
<th>Number of Children Needing Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 6 years</td>
<td>115,187</td>
<td>35%</td>
<td>65%</td>
<td>74,297</td>
</tr>
<tr>
<td>6 to 17 years</td>
<td>218,099</td>
<td>65%</td>
<td>69%</td>
<td>150,796</td>
</tr>
<tr>
<td>Total</td>
<td>333,286</td>
<td>--</td>
<td>--</td>
<td>225,093</td>
</tr>
</tbody>
</table>

Source: 2014 American Community Survey 1-Year Estimates (Table C23008)
http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_1YR_C23008&prodType=table

Alameda County has a racially diverse group of children less than 18 years of age (Figure 1). Children in Alameda County are less likely to be White (38 percent in Alameda compared to 57 percent statewide) or Hispanic (32 percent in Alameda compared to 52 percent statewide). It is worth noting that race and ethnicity are not mutually exclusive categories so percentages do not add up to 100 percent. So, while 38 percent of Alameda County residents identify as White, 22 percent identify as White, not Hispanic or Latino. Just over one quarter (26 percent) of Alameda County children are Asian, compared to about one in 10 statewide (11 percent). The share of children that identify as African American is also higher in Alameda County (11 percent compared to six percent statewide). Additionally, the share of children that identify as multiple races is higher in Alameda County compared to the share statewide.

Compared to the state, Alameda County has a much larger share of its population that speaks an Asian/Pacific Islander Language and Other Indo-European Language at home and a smaller share that speaks Spanish at home. Fifty six percent of children speak only English at home in Alameda County, which is the same share as statewide (Figure 2).
Alameda County Individualized Child Care Subsidy Pilot Plan | April 2016

Figure 1: Race/Ethnicity of Alameda County Children, 2014

Source: 2014 American Community Survey 1-Year Estimates (Table S0901)
http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_1YR_S0901&prodType=table

Figure 2: Language Spoken At Home of Alameda County Children, 2014

Source: 2014 American Community Survey Data (Table B16007)
http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_1YR_B16007&prodType=table
While Alameda County has a smaller share of families making less than $50,000 per year, families pay far more in cost of living. Even with higher incomes Countywide, a 2016/2017 Community Action Plan created for the Alameda County-Oakland Community Action Partnership found that approximately one in six children live in poverty in Alameda County.\(^2\)

**Table 2: Income Distribution of Alameda County Families with Children Under 18**

<table>
<thead>
<tr>
<th>Income Category</th>
<th>Alameda County</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $25,000</td>
<td>13%</td>
<td>20%</td>
</tr>
<tr>
<td>$25,000 to $50,000</td>
<td>15%</td>
<td>21%</td>
</tr>
<tr>
<td>$50,000 to $75,000</td>
<td>12%</td>
<td>15%</td>
</tr>
<tr>
<td>$75,000 to $100,000</td>
<td>11%</td>
<td>11%</td>
</tr>
<tr>
<td>$100,000 to $150,000</td>
<td>19%</td>
<td>15%</td>
</tr>
<tr>
<td>$150,000 and up</td>
<td>29%</td>
<td>18%</td>
</tr>
</tbody>
</table>

Source: 2014 American Community Survey 1-Year Estimates (Table B19131)
http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_1YR_B19131&prodType=table

Housing costs in Alameda County are substantially higher than fair market rents (FMR) statewide and steadily increasing, even during economic downturns.

As one can see in Figure 3, Alameda County rents have steadily increased in the last 10 years. The rent cost in 1995 for two bedrooms was $804 dollars and by 2015 the cost had almost doubled. The Department of Housing and Urban Development (HUD) defines the FMR as the rent level where 40 percent of recent movers pay less than the FMR and 60 percent pay more than the FMR. As shown in Figure 4, the fair market rent is about 15 percent higher than the state ($1,585 in Alameda compared to $1,386 statewide). Families are considered to experience a high housing cost burden when they spend more than 30 percent of their income on housing. In Alameda County with a rental cost of $1,585, a family would need to earn $63,400 to spend 30 percent of their income on rent. Alameda’s high cost of housing means that even before paying for child care, the income required to meet basic needs in this County is much higher than elsewhere in the state.

\(^2\) http://www2.oaklandnet.com/oakca1/groups/contributor/documents/report/oak053861.pdf
Even when unemployment rates have increased, there is no evidence of a dip in rent prices. As shown in Figure 5 on the next page, Alameda unemployment rates reached their highest point in 2010, but that did not correspond to substantial changes in housing prices.

**Figure 3: Fair Market Rents (FMR), 1995-2015 (2 Bedrooms)**

http://www.kidsdata.org/topic/231/marketrent-unit/table#fmt=2257&loc=127&tf=84&ch=479,480,481,482,483&sortColumnId=0&sortType=asc
Figure 4: California and Alameda County Fair Market Rents 2015 (2 Bedrooms)


Figure 5: Share of Unemployed Persons, 1995-2015

In addition to higher housing prices, Alameda residents pay more for child care in both family care homes and child care centers.

In both family care homes and child care centers, Alameda residents can expect to pay approximately $2,000 more annually for child care than residents statewide. The cost of care for an infant in Alameda County is $15,435 annually ($1,286 monthly) in a child care center and $10,085 annually ($840 monthly) at a family care home. For a preschooler in Alameda the costs are $11,113 annually ($926 monthly) at a child care center and $7,850 annually ($654 monthly) at a family care home.

**Figure 6: Annual Cost of Child Care, by Age Group, 2014**

![Bar chart showing annual cost of child care for different age groups in Alameda County and California.](image)

Source: California Child Care Resource & Referral Network, California Child Care Portfolio (Nov. 2015); Cost data are from the Child Care Regional Market Rate Survey, 2014.

http://www.kidsdata.org/topic/1849/child-care-cost-age-
facility/table#fmt=2358&loc=2,127&tf=79&ch=984,985,222,223&sortColumnId=0&sortType=asc
Across multiple measures of self-sufficiency, Alameda County families pay more than families statewide.

Across three measures of basic needs for families – the Housing Wage income from the U.S. Department of Housing and Urban Development (HUD), the California Budget Project’s (CBP) basic family budget, and the Wider Opportunities for Women (WOW) self-sufficiency standard – Alameda County consistently costs more compared to the state. This difference is especially pronounced when child care costs are included (Table 3).

### Table 3: Self-Sufficiency Standards

<table>
<thead>
<tr>
<th>Monthly Income for “Basic Needs” for a Family of Four</th>
<th>Alameda County</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HUD “Housing Wage” Income</strong>&lt;sup&gt;3&lt;/sup&gt;</td>
<td>$5,283</td>
<td>$4,620</td>
</tr>
<tr>
<td><strong>CBP Monthly Family Budget</strong>&lt;sup&gt;4&lt;/sup&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without Child Care</td>
<td>$5,966</td>
<td>$5,688</td>
</tr>
<tr>
<td>With Child Care</td>
<td>$7,235</td>
<td>$6,796</td>
</tr>
<tr>
<td><strong>WOW Self-Sufficiency Standards</strong>&lt;sup&gt;5&lt;/sup&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without Child Care</td>
<td>$4,779</td>
<td>-</td>
</tr>
<tr>
<td>With Child Care</td>
<td>$7,200</td>
<td>-</td>
</tr>
<tr>
<td><strong>Income Cutoff for Child Care Subsidy</strong></td>
<td>$3,908</td>
<td>$3,908</td>
</tr>
</tbody>
</table>

---

<sup>3</sup> The term “housing wage” is used in calculating the full-time work wage required to have housing cost no more than 30 percent of income. Thus, a self-sufficiency standard based on the housing wage is the fair market rent divided by 0.30. Source: U.S. Department of Housing and Urban Development, Fair Market Rent (Oct. 2014).

[http://www.kidsdata.org/topic/231/marketrent-unit/table#fmt=2257&loc=127&tf=84&ch=479,480,481,482,483&sortColumnId=0&sortType=asc](http://www.kidsdata.org/topic/231/marketrent-unit/table#fmt=2257&loc=127&tf=84&ch=479,480,481,482,483&sortColumnId=0&sortType=asc)

<sup>4</sup> Estimated family budget (for a 4-person family, both parents working) from the California Budget Project (CBP), Making Ends Meet: How Much Does It Cost to Raise a Family in California (December 2013). [http://calbudgetcenter.org/MakingEndsMeet/](http://calbudgetcenter.org/MakingEndsMeet/)

When looking at self-sufficiency standards in Alameda, it becomes apparent that a statewide standard for child care subsidy eligibility is not aligned with costs for families. Under the state subsidy system, the maximum a family can earn and still receive subsidized care is 70 percent of the 2005 State Median Income (SMI) determined by the California Department of Finance (CA DOF) or $3,908 for a family of four. However, Alameda County is one of the highest cost counties with a “housing wage” that is $1,375 more than monthly income cutoff for subsidized care (refer to Figure 7 on the next page).

Alameda is one of the highest cost Counties in the state (Figure 7). To address issues of self-sufficiency, voters have looked to wage increases, but income cutoffs for subsidized child care remain unchanged creating a conflict for families. As one example, in November 2014, Measure FF passed in Oakland raising the minimum wage to $12.25. In January 2016, the minimum wage increased again to $12.55\(^6\). For a family of four making the 2016 minimum wage in Oakland, with two parents working full-time, the family would earn $52,208 annually or $4,351 per month. Assuming this family needed to pay for child care, this would put them far below all measures of self-sufficiency identified in Table 3, but too high income to qualify for subsidized child care.

\(^6\) Measure FF provides annual increases to Oakland’s minimum wage based on the Consumer Price Index: [http://www2.oaklandnet.com/Government/o/CityAdministration/d/MinimumWage/index.htm](http://www2.oaklandnet.com/Government/o/CityAdministration/d/MinimumWage/index.htm)
Figure 7: Housing Costs, Income and Child Care Subsidy Eligibility by County, 2015

Monthly Income Cut off For Child Care Subsidy Eligibility, Family of 4, Statewide: $3,908

“Housing Wage” Income (Income Required for FMR to Represent No More than 30% of Income) Alameda County: $5,283

Fair Market Rent for a 2 Bedroom Alameda County: $1,585

http://www.kidsdata.org/topic/231/marketrent-unit/table#fmt=2257&loc=127&rf=84&ch=479,480,481,482,483&sortColumnId=0&sortType=asc
The high cost of child care in Alameda County creates a disincentive for families when it comes to working more or accepting raises if it means they will lose their subsidized child care because the Regional Market Rate (RMR) is substantially higher than subsidized child care. At the top of the family fee schedule, a family of four making $3,908 pays a monthly full-time family fee of $373 dollars per month. If the family income becomes too high income for subsidized child care, that family faces a substantial increase per month to cover the regional cost of child care. Table 4 below shows the RMR ceilings, which are set at 85 percent of the Regional Market Rate established by the Regional Market Rate Survey. As one can see, these rates are substantially higher than family fees.

As shown in Figure 8 on the next page, a family’s child care costs would increase to $1,269 when the family begins to pay for market rate child care. In reality, however, for many families this gulf is an underestimate. First, because the family fee is paid regardless of the number of children in subsidized child care, a family with several children could face an increase of several thousand dollars per month if their income were to rise above the income cutoff. Second, the RMR is based on a 2009 survey and is considered to be an underestimate of true market costs. In a high cost County like Alameda, the current family fee schedule and income cutoffs for subsidized care severely limit the self-sufficiency of families.

<table>
<thead>
<tr>
<th>Table 4: Monthly Regional Market Rate (RMR) Maximum Alameda County, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Care Centers</td>
</tr>
<tr>
<td>-------------------</td>
</tr>
<tr>
<td>Full-time Infant/Toddler</td>
</tr>
<tr>
<td>Full-time Preschooler</td>
</tr>
<tr>
<td>Full-time School Age</td>
</tr>
</tbody>
</table>

Source: California Department of Education, Regional Market Rate Ceilings
Figure 8: Family Fees Paid by Subsidized Families, by Income

The demand for subsidized child care exceeds the current supply in Alameda County.

With the exception of preschool age children, only a small share of eligible families receive child care across all subsidy types (Table 5). For preschool age children, a sizeable percent received services (70.9 percent). The percent of children served is much lower for infant/toddler and school age children. For infant and toddler, the discrepancy between eligible families and those served is especially troubling if families are unable to find subsidized child care options, because infant and toddler care is typically the most expensive and hardest to find in the regular market.

Source: California Department of Education, Regional Market Rate Ceilings
http://www3.cde.ca.gov/rescc/index.aspx
Table 5: Number of Children in Eligible Households (below 70 percent SMI), with both parents working

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Eligible Children</th>
<th>Children receiving services</th>
<th>Share Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infant/Toddler (0-2)</td>
<td>10,548</td>
<td>1,919</td>
<td>18%</td>
</tr>
<tr>
<td>Preschooler (3-4)</td>
<td>10,603</td>
<td>7,521</td>
<td>71%</td>
</tr>
<tr>
<td>School Age (5-12)</td>
<td>24,405</td>
<td>3,311</td>
<td>14%</td>
</tr>
<tr>
<td>Total</td>
<td>45,556</td>
<td>12,751</td>
<td>28%</td>
</tr>
</tbody>
</table>

Source: American Community Survey analysis by American Institutes for Research Databrowser, 801A Export, Survey of Alameda County Head Start and Stage 1 contractors, and ACOE ASES enrollment

Reimbursement rates for direct service providers through the Standard Reimbursement Rate (SRR) are much lower than the RMR.

Although we cannot exactly assign costs of providing care to different age groups, we can utilize the maximum reimbursable amount available through the Regional Market Rate survey used for voucher payments and compare it to the maximum reimbursable amount available to direct Title V contractors through the SRR. It should be noted that that RMR reflects the rate families pay for care; it does not reflect the actual cost of providing care, which is particularly high in Alameda County. As shown in Table 6, the SRR is only 44 percent of the RMR for infant and toddlers, 58 percent for preschoolers, and is 79 percent for school age children. The large discrepancy, especially at younger ages, can make it especially difficult for contractors to continue to serve subsidized children in Alameda County. It is worth noting that contractors serving infants 0 to 18 months receive an adjustment factor of 1.7 and those serving toddlers 18 to 36 months receive an adjustment of 1.4, creating effective SRRs of $65.10 and $53.60 respectively. However, even with the adjustment, the SRR is much lower than the RMR for infants and toddlers.

---

7 These numbers come from an unpublished Alameda County 2016 Needs Assessment and include Title V subsidized care, CalWORKs, Head Start, Early Head Start, and ACOE ASES enrollment.
Table 6: Estimated Costs and Reimbursement Rates for Child Care Centers in Alameda County, 2015

<table>
<thead>
<tr>
<th>Daily RMR ceiling</th>
<th>Standard Reimbursement Rate (SRR)</th>
<th>SRR as a % of Maximum RMR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time Infant/Toddler</td>
<td>$86.64</td>
<td>$38.29</td>
</tr>
<tr>
<td>Full-time Preschooler</td>
<td>$65.88</td>
<td>$38.53</td>
</tr>
<tr>
<td>Full-time School Age</td>
<td>$48.47</td>
<td>$38.29</td>
</tr>
</tbody>
</table>

Source: California Department of Education, Regional Market Rate Ceilings
http://www3.cde.ca.gov/rcscc/index.aspx

The data above indicate that Alameda County does merit being considered a high cost County that would benefit from a child care subsidy Pilot. Alameda County has substantially higher costs for housing and child care that impact both families and contractors providing Title V services. In the next section, we review strategies Alameda County might pilot to address these issues.
3 LOCAL POLICY FOR CHILD CARE SUBSIDIES

Below, we describe the overarching goals of the AB833 pilot and proposed changes. All changes proposed in this plan are subject to approval from the Local Early Care and Education Planning Council, the Alameda Board of Supervisors, and Early Education and Support Division at CDE.

Overarching Goals of the Pilot

The AB833 Pilot intends to stabilize the child care system, allow families to remain in care for a longer period with higher earnings, and implement strategies that stabilize child care placements for families. In addition to these goals, the pilot legislation requires that the Pilot increase the earned child days of enrollment (CDEs) compared to the baseline and maximize the take of child care dollars in the County. Below we describe each goal and the plan components the pilot intends to implement to reach each goal.

Increase the viability of the Alameda County subsidized child care system and the retention of contractors.

A key goal in creating AB833 is to increase stability and retention of child care contractors who are unable to meet their needs under the current system. Since the Pilot does not allow for additional funds to the County, the Pilot seeks to model funding flexibility and local control to maximize contractor earnings. Alameda County has requested the following specific changes in the Pilot:

- Reallocate contract funds in Alameda County from contractors who are not fully earning their contracts to the Pilot. These funds will be used to calculate higher contractor reimbursement rates (called the Pilot Reimbursement Rate or PRR). For 2016/2017, the Pilot rate for California State Preschool (CSPP), California Center Based General Program (CCTR), and California Handicapped Program (CHAN) will be determined when we receive complete information on the County’s underearning. Additional information on the methodology is included in this section.
- Allow high-rate school district contractors to claim adjustment factors.
- Allow school-age programs to claim a Limited English Speaking factor for students.
- Allow the Pilot to make contract transfers between agencies throughout the fiscal year. Adjustments made between contractors will be monitored by the contractor themselves, across the Pilot by County administrators, and at the state level by EESD.
Increase the ability of low-income families to move toward self-sufficiency through higher earnings.

- Implement a higher income threshold for ongoing eligibility compared to the state threshold consistent with subsidy Pilots in San Mateo and San Francisco Counties. Under the proposed family fee schedule (Appendix A), a family of four would income out of subsidized care at a monthly income of $3,908. Under the Pilot, this same family would be eligible for care until their monthly income reached $5,646.

- Implement the Pilot family fee schedule included in Appendix A consistent with subsidy Pilots in San Mateo and San Francisco Counties. In the “transition” range of income between the statewide and County Pilot income thresholds, a new family fee schedule has been established. The Pilot family fee schedule is based on the concept that a family should pay approximately 10 percent of their monthly income in monthly child care fees.

Increase the stability of care placements for families. In addition to the plan elements listed above that will increase stability for families through higher earnings, Alameda County has requested to include elements that lessen disruptions to children and families.

- Require 12 months (OR MORE) of family eligibility for all programs instead of reviewing eligibility every time the family changes their situation. Determine family eligibility based on either the previous month’s income or the average of the previous year’s income, whichever is in the “best interest of families.” This will allow families to achieve some level of financial stability. This is similar to a system already in place in Head Start programs.

- Reinstate sibling preference in enrollment.

- Allow state preschool agencies that serve children for two years to consider these families under the Pilot income thresholds rather than as new incoming students.

- Allow CalWORKs Stage One families to participate in the Pilot.

Plan Components and Methodology

Whenever possible, AB833 will use the same methodology as previously implemented in Pilots in San Mateo and San Francisco Counties. This includes the strategy for calculating a “pilot reimbursement rate” (PRR) and a review of the methodology used in creating the already established family fee schedule.
Calculating a PRR:

The pilot reimbursement rate is determined by the number of participating contractors, their preferred level of service, their willingness to relinquish or subcontract funds, and/or their willingness to expand enrollment. AB833 mandates that pilot participants on aggregate must increase their child days of enrollment compared to the baseline. Finally, two Alameda contractors are reimbursed at a higher daily rate. Therefore, the PRR must satisfy four constraints:

- The available resources must allow contractors to increase pilot days of enrollment. No PRR can be established that would not allow for contractors who are fully earning their contracts to reach the baseline child days of enrollment.

- Contractors will not be required to relinquish or subcontract out excess resources involuntarily.

- The main resources available are funds that have been unearned or relinquished by direct service providers in Alameda County.

- Providers receiving daily rates over the PRR will not receive additional increases, unless relevant legislation is amended. However, these agencies will be allowed to claim adjustment factors.

The PRR and the strategies to maximize the efficient use of contracted funds are closely interlinked issues. Although some additional resources may become available through higher family fees, the primary funding for a higher reimbursement rate is unearned balances on existing or recently relinquished contracts in Alameda County. Therefore, maximizing the PRR requires a reallocation of contract funds from under-earning providers to fully-earning providers.

Unfortunately, there are several restrictions on the movement of funds across contracts. First, the funds cannot shift across contract types. In addition to distinct contract types, the Pilot must treat funds from Proposition 98 as separate from non-Proposition 98 funds. Second, providers who do not choose to participate now cannot participate in the future. This strategy prevents providers from waiting to decide their participation based on the success of the pilot and provides an
incentive to participate up front. In turn, these initial decisions make the pilot a more concrete experiment, with outcome measures based on a stable panel of providers. Additionally, Alameda County Pilot administrators must receive earnings information from contractor attendance and fiscal forms for the baseline year before a final PRR can be established. The PRR will provide a percent increase over existing reimbursement rates, depending on contract type, and assuming all anticipated funding is made available.

**Eligibility for Subsidies**

In general, the pilot’s eligibility rules are based on a guiding principle: Wherever possible, Alameda County would like to maximize eligibility and availability without creating unintended incentives. To preserve the statewide goal of serving the lowest income families first, the income eligibility for families entering subsidized child care will remain unchanged, but the exit criteria will be expanded. This allows the Pilot to serve the neediest families while allowing families the opportunity to increase wages and postpone the cliff they will face when they income-out of care.

Given the cost of living in Alameda County, this Pilot proposes that the income exit threshold at which participating families lose eligibility for subsidies equal the maximum allowable under federal regulations (which is the maximum allowable under AB833 and consistent with existing Pilots). Current federal regulations limit eligibility for subsidies paid through funds from the Child Care and Development Fund (CCDF) to 85 percent of the SMI from the United States Department of Health and Human Services (US DHHS). The current eligibility thresholds for subsidies in California are based on 70 percent of the 2005 SMI. The proposed family fee schedule will allow the Pilot to expand the family fee schedule and update income cutoffs with newly available data to account for increases in the SMI. At present, allowing Alameda County to use the Pilot income eligibility currently in place in other Pilot Counties will provide families the ability to increase their income by 44 percent before reaching the cutoff for subsidized care (Figure 9).
The Pilot income thresholds will allow families the ability to take modest pay increases and move toward self-sufficiency without the threat of losing child care. However, even with the increased Pilot income threshold, families at the peak of the Pilot Family Fee Schedule will still be below the Wider Opportunities for Women self-sufficiency standard\(^8\) (Figure 10).

---

Figure 10: Pilot Income Compared to Self-Sufficiency Standards

- Self-Sufficiency Standards, Alameda County, With Child Care, $7,200
- Median Family Income (SMI), California, 2016 LIHEAP, $6,426
- Pilot Cutoff, $5,646
- Benchmark SMI, $4,498
- Current Cutoff, $3,908
Family Fees

Consistent with Pilots in other counties and direction from EESD, the family fee schedule uses the concept that families should pay approximately 10 percent of their monthly income in child care fees. It aims to postpone the cliff of child care costs until families have reached 85 percent of the state median income in order to allow children to remain in high quality subsidized child care for as long as possible (Figure 11). Families with more than one child in care are not asked to pay any additional fees and families who are already paying fees in the unsubsidized market are able to deduct those fees from any family fee they may owe.

Figure 11: Comparison of Pilot Cutoff and Market Rate Care

As of March 2016, Alameda County has met with all contractors to discuss participation in the Pilot. Table 7 on the next page shows the current status of each contractor.
### Table 7: Interested Direct Service Contractors as of April 2016

<table>
<thead>
<tr>
<th>Name of Contractor</th>
<th>Signed Agreement</th>
<th>Meeting Held</th>
</tr>
</thead>
<tbody>
<tr>
<td>24 Hour</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>4C’s of Alameda County</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Ala-Costa</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Alameda County Social Services Agency</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Alameda Unified School District</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Albany Unified School District</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>BANANAS, Inc.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Bay Area Hispano Institute for Advancement</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Berkeley Unified School District</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>CAPE, Inc.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Castro Valley Unified School District</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Chabot-Las Positas Community College</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Child Care Links</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Child, Family and Community Services</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>City of Emeryville</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>City of Oakland</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Davis Street</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Ephesians Children Center</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Fremont Unified School District</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Hayward Unified School District</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Kidango, Inc.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Livermore Valley Joint USD*</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>New Haven Unified School District*</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Oakland Unified School District</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Peralta Community College</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Regents of the UC-UC Berkeley</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>San Lorenzo Unified School District*</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Seneca Family of Agencies</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>St. Mary’s Center</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>St. Vincent’s Day Home</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Supporting Future Growth CDC</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>The ARC of Alameda County</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>The Salvation Army</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>YMCA of the Central Bay Area</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>YMCA of the East Bay</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

Source: Alameda County  *Met with subcontractor
4 EVALUATION PLAN

Each year the County of Alameda will prepare an annual report on the process of the pilot project for submission to EESD. These annual reports will provide four types of information: First, they will document the implementation of the pilot, both for the County itself and to assist the state and other counties in considering the implementation of similar changes. Second, they will provide the results to date on each of the outcome measures listed below. Third, they will track conditions in the County, comparing Alameda to elsewhere in the state as appropriate, to provide a context for the pilot’s progress. Finally, they will identify any modifications in the pilot plan based on the previous year’s experiences.

The Pilot established several evaluation goals outlined below. Each goal has a corresponding measure to track the success of the Pilot. Data for the Pilot evaluation will come from three sources of contractor-provided data and will be collected annually:

1) **Census:** Each year participating Pilot contractors will provide an extract of their April 801A data. This provides a point in time snapshot of children receiving care in the County including demographic information.

2) **Attendance and Fiscal Reports:** Contractors will provide Mission Analytics with a copy of 4th Quarter Attendance and Fiscal Reports (9500 Forms). This will provide information on earned CDEs and family fees.

3) **Provider Satisfaction Surveys:** Each provider will complete an annual online survey regarding their experiences with the Pilot project. The survey will be developed in collaboration with Alameda County and will examine contractors’ experiences both positive and negative, and their perception of the impact of the Pilot on families.

In addition to the data collected by contractors, EESD will provide the evaluator with two pieces of data each year: the number of participating Title V contractors in neighboring counties and a year-end spreadsheet with contracted Maximum Reimbursement Amounts (MRAs) for each contractor by contract type.

Alameda County will track an outcome measure to match each of the goals for the individualized local child care subsidy plan described in the introduction. In this section, we review each of these goals and describe associated outcome measures. For each outcome measure, we provide a definition of the measure that will be used to guide its calculation and describe the data source or data collection plan.
Goal 1: Increase the retention of Alameda County center-based child care contractors.

Measure 1: The number of active direct services child care and development services contractors in Alameda County. This measure is defined as the number of direct service contractors providing contracted child care and development services on June 30th of each year. For comparison, we also obtained data from EESD on retention of direct service contractors in nearby counties over the same time period.

Data Source: Report from EESD on the number of active contractors in Alameda County and comparison counties.

Goal 2: Increase the ability of low-income families to move toward self-sufficiency through higher earnings.

Measure 2: The number of children still eligible at recertification due to the Pilot income threshold. This measure is defined as the number of children in April of each year who continue to be eligible for subsidized child care services because of the increased Pilot income threshold. These are children who, without the Pilot, would not be eligible for subsidized child care.

Data Source: April 801A data provided by contractors

Goal 3: Increase the stability of care placements for families.

Measure 3: The number of children at risk of incoming out who are still in care the following year. This measure is defined as: among children who were served in subsidized direct service slots at participating contractors and whose families had income at or above 65 percent of SMI at their last recertification, the share that were receiving services in Alameda County 12 months later. For the purposes of this measure, we exclude children who were expected to start kindergarten or age out of the state subsidy program.

Data Source: April 801A data provided by contractors

Goal 4: Increase the aggregate child days of enrollment in subsidized care in Alameda County.

Measure 4: The aggregate adjusted child days of enrollment among Pilot contractors. The legislation requires that the Pilot achieve an increase in child days of enrollment compared to the baseline number. This component was included to ensure that the Pilot Reimbursement Rate did not improve payments to contractors by reducing enrollment. Each year the evaluator will re-calculate the baseline days of enrollment based on data provided by EESD to adjust for

Alameda County Individualized Child Care Subsidy Pilot Plan | April 2016
fluctuations in contract funds. Thus, the baseline is a formula rather than a static number. For example, if contract funds were reduced in a year of the Pilot to 85 percent of the baseline contract funds, the baseline goal for that year would be calculated at 85 percent of the baseline CDE. This strategy is in use in San Mateo and San Francisco Counties and was proposed by EESD staff.

Data Source: 4th Quarter Attendance and Fiscal Forms

**Goal 5: Maximize the take-up of Alameda County’s child care and child development subsidy allocations.**

*Measure 5: The amount of unearned direct service contract funds returned to the California Department of Education.* This measure is defined as the total contract allocations during a fiscal year that are unearned (not spent) or relinquished. The amount of unearned contract dollars is defined as the difference between the total contract allocations and the total dollars earned by participating contractors.

Data Source: 4th Quarter Attendance and Fiscal Forms

In addition to evaluation measures, we will include relevant information on provider perspectives from the annual survey and will include an appendix with demographic information from the 801A to provide the Pilot with demographics for the children in care. Demographic tables will include the following for each evaluation year of the Pilot:

- Number of children receiving subsidized care by contract type
- Reasons for receiving services
- Length of child participation
- Race/Ethnicity of children
- Age of children
- Family Income
- Children receiving part-time care
- Families receiving Temporary Assistance to Needy Families (TANF)

In addition to providing information on the implementation and evaluation of the Pilot in Alameda, the implementation report will identify strategies or innovations that may be implemented statewide.

-------------------------------------------------------------------------------
Alameda County Individualized Child Care Subsidy Pilot Plan | April 2016

27
### APPENDIX A: STATE AND PILOT FAMILY FEE SCHEDULE

In this combined state/Pilot family fee schedule the state range is shaded in white and yellow and the Pilot range is shaded blue. The Pilot range here is between 70% of 2005 SMI determined by the California Department of Finance (CA DOF) and 85% of 2010/2011 SMI from the United States Department of Health and Human Services (US DHHS).

<table>
<thead>
<tr>
<th>Family Fee Schedule</th>
<th>Monthly Part-time Fee</th>
<th>Monthly Full-time Fee</th>
<th>Family Size 1 or 2</th>
<th>Family Size 3</th>
<th>Family Size 4</th>
<th>Family Size 5</th>
<th>Family Size 6</th>
<th>Family Size 7 or more</th>
<th>All counties</th>
<th>Only Pilot Counties</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 21.00</td>
<td>$ 42.00</td>
<td>1,820</td>
<td>1,960</td>
<td>2,167</td>
<td>2,513</td>
<td>2,860</td>
<td>2,925</td>
<td>2,990</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 27.00</td>
<td>$ 53.00</td>
<td>1,893</td>
<td>2,029</td>
<td>2,253</td>
<td>2,614</td>
<td>2,974</td>
<td>3,042</td>
<td>3,109</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 32.00</td>
<td>$ 63.00</td>
<td>1,965</td>
<td>2,106</td>
<td>2,340</td>
<td>2,714</td>
<td>3,089</td>
<td>3,159</td>
<td>3,229</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 37.00</td>
<td>$ 74.00</td>
<td>2,038</td>
<td>2,184</td>
<td>2,426</td>
<td>2,815</td>
<td>3,203</td>
<td>3,276</td>
<td>3,349</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 42.00</td>
<td>$ 84.00</td>
<td>2,111</td>
<td>2,262</td>
<td>2,513</td>
<td>2,915</td>
<td>3,317</td>
<td>3,393</td>
<td>3,468</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 48.00</td>
<td>$ 95.00</td>
<td>2,184</td>
<td>2,340</td>
<td>2,600</td>
<td>3,016</td>
<td>3,432</td>
<td>3,510</td>
<td>3,588</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 56.00</td>
<td>$111.00</td>
<td>2,257</td>
<td>2,418</td>
<td>2,688</td>
<td>3,116</td>
<td>3,546</td>
<td>3,627</td>
<td>3,707</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 64.00</td>
<td>$128.00</td>
<td>2,329</td>
<td>2,496</td>
<td>2,773</td>
<td>3,217</td>
<td>3,661</td>
<td>3,744</td>
<td>3,827</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 73.00</td>
<td>$145.00</td>
<td>2,402</td>
<td>2,574</td>
<td>2,860</td>
<td>3,317</td>
<td>3,775</td>
<td>3,861</td>
<td>3,946</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 81.00</td>
<td>$162.00</td>
<td>2,475</td>
<td>2,652</td>
<td>2,946</td>
<td>3,418</td>
<td>3,889</td>
<td>3,978</td>
<td>4,066</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 90.00</td>
<td>$179.00</td>
<td>2,548</td>
<td>2,730</td>
<td>3,033</td>
<td>3,518</td>
<td>4,004</td>
<td>4,095</td>
<td>4,186</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ 98.00</td>
<td>$206.00</td>
<td>2,621</td>
<td>2,808</td>
<td>3,120</td>
<td>3,619</td>
<td>4,118</td>
<td>4,212</td>
<td>4,305</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$106.00</td>
<td>$212.00</td>
<td>2,693</td>
<td>2,866</td>
<td>3,206</td>
<td>3,719</td>
<td>4,232</td>
<td>4,329</td>
<td>4,425</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$115.00</td>
<td>$229.00</td>
<td>2,766</td>
<td>2,944</td>
<td>3,390</td>
<td>4,021</td>
<td>4,670</td>
<td>4,800</td>
<td>4,945</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$123.00</td>
<td>$246.00</td>
<td>2,839</td>
<td>3,042</td>
<td>3,726</td>
<td>4,473</td>
<td>5,100</td>
<td>5,206</td>
<td>5,322</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$132.00</td>
<td>$263.00</td>
<td>2,912</td>
<td>3,140</td>
<td>4,021</td>
<td>4,670</td>
<td>5,322</td>
<td>5,442</td>
<td>5,588</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| State Monthly Income Ceilings | 3,283 | 3,518 | 3,908 | 4,534 | 5,159 | 5,276 | 5,394 |
| Pilots Monthly Income Ceilings | 3,628 | 3,954 | 4,391 | 5,080 | 5,763 | 6,179 | 6,345 |

Alameda County Individualized Child Care Subsidy Pilot Plan | April 2016

28