



MEETING AGENDA

On September 16, 2021, the Governor signed AB 361, which amended certain provisions of the Ralph M. Brown Act (Government Code section 54950, *et seq.*) to allow for local agency legislative bodies to conduct their meetings remotely either telephonically or by other electronic means under specified circumstances. Thus, pursuant to Government Code section 54953(e), the San Mateo County Child Care Partnership Council meeting will be conducted via remote conferencing.

Monday, November 15, 2021, 10:30 a.m. – 12:00 p.m.

Website Link:

<https://smcoe.zoom.us/j/94446865823?pwd=WDdVT3V0SjNjMFIRY2h6R0Y5RHF2QT09>

Meeting ID: 993 2104 2085

Passcode: 101

Dial-In Option: 1-669-900-9128

Call to Order

Superintendent Magee

Adopt a resolution finding that, as a result of continuing COVID-19 pandemic state of emergency, meeting in person for the Child Care Partnership Council would present imminent risks to the health or safety of attendees

Superintendent Magee

ACTION

ATTACHMENTS 1A AND 1B

Set Agenda for November 15, 2021 Meeting and Approve Minutes for September 20, 2021 Meeting

Superintendent Magee

ACTION

ATTACHMENT 2

Public Comment*

Superintendent Magee

Annual Self-Evaluation

Sarah Kinahan

ATTACHMENT 3

ACTION

Coordinator's Report

Sarah Kinahan

ATTACHMENT 4

Recommendations for County's allocation of American Rescue Plan (ARPA) pandemic relief funds

Sarah Kinahan

ACTION

ATTACHMENT 5

CCPC Strategic Plan

Committees' Reports:

- Workforce
- Access
- Quality
- Leadership and Impact

Heather Cleary

Christine Padilla

Edirle Menezes

Michelle Blakely

Adjournment

Superintendent Magee

The next CCPC meeting is Monday, January 24, 2022, 10:30 a.m.- 12:00 p.m.



*** Public Comment:** This item is reserved for persons wishing to address the Council on any Council-related matters that are as follows: 1) Not otherwise on this meeting agenda; 2) Coordinator's Report on the Regular Agenda; or 3) Committee Members' Reports on the Regular Agenda. Public comments on matters not listed above shall be heard at the time the matter is called.

Persons wishing to address a particular agenda item should speak during that agenda item. If you wish to speak to the Council, please use the "Chat" or "Raise Your Hand" feature to be called on to provide comment. If you have anything that you wish to be distributed to the Council and included in the official record, please email it to Ian Johnson, ijohnson@smcoe.org, who will distribute the information to the Council Members and staff. Speakers are customarily limited to two minutes, but an extension may be provided to you at the discretion of the Council Co-Chairs.

Public records that relate to any item on the open session agenda for a regular Council meeting are available for public inspection. Those records that are distributed less than 72 hours prior to the meeting are available for public inspection at the same time they are distributed to all members, or a majority of the members of the Council. The Council has designated the San Mateo County Office of Education office located at 101 Twin Dolphin Drive, Redwood City, CA, 94065, for making those public records available for inspection. The documents are also available on the Council Internet Web site at <https://www.smcoe.org/about/child-care-partnership-council/>.

IN COMPLIANCE WITH THE CALIFORNIA GOVERNMENT CODE AND THE AMERICANS WITH DISABILITIES ACT: Child Care Partnership Council meetings are accessible to individuals with disabilities. Contact Ian Johnson at (650) 802-5601, TDD (650) 802-5480, or at ijohnson@smcoe.org as soon as possible prior to the meeting, if (1) you need special assistance or a disability-related modification or accommodation, including auxiliary aids or services, in order to participate in this meeting; or (2) you have a disability and wish to receive the meeting notice, agenda packet or other writings that may be distributed at the meeting in an alternative format. Notification in advance of the meeting will enable the Child Care Partnership Council to make reasonable arrangements to ensure full accessibility to this meeting and the materials related to it.

CCPC Calendar of Meetings for 2021-2022

| | |
|---------------------------------------|------------------------------------|
| Monday, September 20, 2021 | 10:30 a.m. – 12:00 p.m. |
| Monday, November 15, 2021 | 10:30 a.m. – 12:00 p.m. |
| Monday, January 24, 2022 | 10:30 a.m. – 12:00 p.m. |
| Monday, March 21, 2022 | 10:30 a.m. – 12:00 p.m. |
| Monday, May 16, 2022 | 10:30 a.m. – 12:00 p.m. |
| Monday, June 20, 2022 | 10:30 a.m. – 12:00 p.m. |

CCPC Committees meet from 9:00 a.m. – 10:15 a.m., prior to the Council meeting. Committee meeting agendas and minutes are posted on the Council website, <https://www.smcoe.org/about/child-care-partnership-council/>.

Date: November 15, 2021
To: San Mateo County Child Care Partnership Council
From: Sarah Kinahan, CCPC Coordinator
Subject: Resolution to make findings allowing continued remote meetings under Brown Act

RECOMMENDATION:

Adopt a resolution finding that, as a result of the continuing COVID-19 pandemic state of emergency declared by Governor Newsom, meeting in person for the San Mateo County Child Care Partnership Council would present imminent risks to the health or safety of attendees.

BACKGROUND:

On June 11, 2021, Governor Newsom issued Executive Order N-08-21, which rescinded his prior Executive Order N-29-20 and set a date of October 1, 2021 for public agencies to transition back to public meetings held in full compliance with the Brown Act. The original Executive Order provided that all provisions of the Brown Act that required the physical presence of members or other personnel as a condition of participation or as a quorum for a public meeting were waived for public health reasons. If these waivers had fully sunset on October 1, 2021, legislative bodies subject to the Brown Act would have to contend with a sudden return to full compliance with in-person meeting requirements as they existed prior to March 2020, including the requirement for full physical public access to all teleconference locations from which board members were participating.

On September 16, 2021, the Governor signed AB 361, a bill that formalizes and modifies the teleconference procedures implemented by California public agencies in response to the Governor's Executive Orders addressing Brown Act compliance during shelter-in-place periods. AB 361 allows a legislative body to continue to use teleconferencing under the same basic rules as provided in the Executive Orders when certain circumstances occur or when certain findings have been made and adopted by the legislative body.

AB 361 provides that Brown Act legislative bodies must return to in-person meetings on October 1, 2021, unless they choose to continue with fully teleconferenced meetings because a specific declaration of a state or local health emergency is appropriately made. AB 361 allows legislative bodies to continue to conduct virtual meetings as long as there is a gubernatorially-proclaimed public emergency in combination with (1) local health official recommendations for social distancing or (2) adopted findings that meeting in person would present an imminent risk to health or safety of attendees. AB 361 became effective on October 1, 2021 and will sunset on January 1, 2024.

AB 361 also requires that, if the state of emergency remains active for more than 30 days, the legislative body must make findings by majority vote every 30 days to continue using the bill's

exemption to the Brown Act teleconferencing rules. The findings demonstrate the need for teleconferencing persists due to the nature of the ongoing public health emergency. Effectively, this means that legislative bodies must either agendaize a Brown Act meeting once every thirty days to make these findings, or, if a legislative body has not made such findings within the prior 30 days, the legislative body must re-adopt the initial findings if it wishes to conduct a remote meeting.

DISCUSSION:

California Department of Public Health and the federal Centers for Disease Control and Prevention (“CDC”) caution that the Delta variant of COVID-19, currently the dominant strain of COVID-19 in the country, is more transmissible than prior variants of the virus, may cause more severe illness, and that even fully vaccinated individuals can spread the virus to others resulting in rapid and alarming rates of COVID-19 cases and hospitalizations (<https://www.cdc.gov/coronavirus/2019-ncov/variants/delta-variant.html>).

On September 28, 2021, in the interest of public health and safety, as affected by the state of emergency caused by the spread of COVID-19, the Board of Supervisors issued a finding that meeting in person would present imminent risks to the health or safety of attendees, and decided to invoke the provisions of AB 361 related to teleconferencing for Board meetings. The Board also strongly encouraged other County legislative bodies to make a similar finding and continue meeting remotely through teleconferencing; and

Accordingly, we recommend that the San Mateo County Child Care Partnership Council avail itself of the provisions of AB 361 allowing continuation of online meetings by adopting findings to the effect that conducting in-person meetings would present an imminent risk to the health and safety of attendees. A resolution to that effect and directing staff to take such other necessary or appropriate actions to implement the intent and purposes of the resolution, is attached hereto.

FISCAL IMPACT:

None

RESOLUTION FINDING THAT, AS A RESULT OF THE CONTINUING COVID-19 PANDEMIC STATE OF EMERGENCY DECLARED BY GOVERNOR NEWSOM, MEETING IN PERSON FOR THE SAN MATEO COUNTY CHILD CARE PARTNERSHIP COUNCIL WOULD PRESENT IMMINENT RISKS TO THE HEALTH OR SAFETY OF ATTENDEES

WHEREAS, on March 4, 2020, pursuant to Government Code section 8550, et seq., Governor Newsom proclaimed a state of emergency related to the COVID-19 novel coronavirus, and subsequently, the San Mateo County Board of Supervisors (“Board”) declared a local emergency related to COVID-19, and the proclamation by the Governor and declaration by the Board remain in effect;

WHEREAS, on March 17, 2020, Governor Newsom issued Executive Order N- 29-20, which suspended certain provisions in the California Open Meeting law, Government Code section 54950, et seq. (the “Brown Act”), related to teleconferencing by legislative bodies, provided certain requirements were met and followed; and

WHEREAS, on June 11, 2021, the Governor issued Executive Order N-08-21, which extended provisions of Executive Order N-29-20 that waive otherwise-applicable Brown Act requirements related to remote/teleconference meetings by legislative bodies through September 30, 2021; and

WHEREAS, on September 16, 2021, Governor Newsom signed AB 361 into law, and AB 361 provides that a legislative body subject to the Brown Act may continue to meet without complying with the otherwise-applicable requirements in the Brown Act related to remote/teleconference meetings by legislative bodies, provided that a state of emergency has been declared and the legislative body determines that meeting in person would present imminent risks to the health or safety of attendees, and provided that the legislative body makes such finding at least every thirty (30) days during the term of the declared state of emergency; and bodies, provided that a state of emergency has been declared and the legislative body determines that meeting in person would present imminent risks to the health or safety of attendees, and provided that the legislative body makes such finding at least every thirty (30) days during the term of the declared state of emergency; and

WHEREAS, California Department of Public Health and the federal Centers for Disease Control and Prevention (“CDC”) caution that the Delta variant of COVID-19, currently the

dominant strain of COVID-19 in the country, is more transmissible than prior variants of the virus, may cause more severe illness, and that even fully vaccinated individuals can spread the virus to others resulting in rapid and alarming rates of COVID-19 cases and hospitalizations (<https://www.cdc.gov/coronavirus/2019-ncov/variants/delta-variant.html>); and

WHEREAS, on September 28, 2021, in the interest of public health and safety, as affected by the state of emergency caused by the spread of COVID-19, the Board issued a finding that meeting in person would present imminent risks to the health or safety of attendees, and decided to invoke the provisions of AB 361 related to teleconferencing for meetings of the Board; and

WHEREAS, the Board also strongly encouraged other County legislative bodies to make a similar finding and continue meeting remotely through teleconferencing; and

WHEREAS, the San Mateo County Child Care Partnership Council has an important governmental interest in protecting the health, safety and welfare of those who participate in its meetings; and

WHEREAS, in the interest of public health and safety, as affected by the emergency caused by the spread of COVID-19, the San Mateo County Child Care Partnership Council finds that meeting in person would present imminent risks to the health or safety of attendees, and the San Mateo County Child Care Partnership Council will therefore invoke the provisions of AB 361 related to teleconferencing for meetings of the San Mateo County Child Care Partnership Council.

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that

1. The recitals set forth above are true and correct.
2. The San Mateo County Child Care Partnership Council finds that meeting in person would present imminent risks to the health or safety of attendees.
3. Staff is directed to take such other necessary or appropriate actions to implement the intent and purposes of this resolution.



**SAN MATEO COUNTY CHILD CARE PARTNERSHIP COUNCIL
MEETING MINUTES**

**Monday, September 20, 2021
Virtual Meeting via Zoom**

CCPC Members Present: Karen Alden, Michelle Blakely, Julie Cates, David Fleishman, Elizabeth Foster, Karen Haas-Foletta, Heather Hopkins, Christine Padilla, Jenifer Pifeleti, Sarah Poulain, Christine Thorsteinson, Guillermo Vasquez

CCPC Members Absent: Heather Cleary, Chery Oku, Jennifer Rogers, Elizabeth Scully, Lisa Zimiga

CCPC Co-chairs Present: County Superintendent Nancy Magee, Supervisor Dave Pine

Staff: Sarah Kinahan/Ian Johnson

Minutes: Ian Johnson

1. Call to Order

A quorum was present. Supervisor Dave Pine called the meeting to order at 10:33 a.m.

2. Action to Set Agenda for September 20, 2021 & Action to Approve the Minutes for the CCPC General Meeting, June 21, 2021 and the CCPC Special Meeting, July 8, 2021

MOTION: POULAIN/ SECOND: PADILLA

AYES (ROLL CALL VOTE): Karen Alden, Michelle Blakely, Julie Cates, David Fleishman, Elizabeth Foster, Karen Haas-Foletta, Heather Hopkins, Superintendent Nancy Magee, Christine Padilla, Jenifer Pifeleti, Supervisor Dave Pine, Sarah Poulain, Christine Thorsteinson, Guillermo Vasquez

NOES: NONE.

ABSTAIN: NONE.

MOTION APPROVED.

3. Public Comment

Alyce Desrosiers introduced herself as the founder and executive director of the 501(c)(3) non-profit organization, The Institute for Families and Nannies, whose mission is to establish recognized standards of care for the nanny industry, and best practices to support families and nannies to provide quality child care.

4. Appointment of New Members

Supervisor Dave Pine began by thanking and recognizing the service of Sarah Poulain. Sarah is the outgoing Executive Director for Family Connections, and has served on CCPC since 2013. Her term ends September 30, she is currently in the process of relocating to Colorado with her family. Her leadership at Family Connections, and before that at StarVista, will be very missed.

Supervisor Dave Pine also showed appreciation to six current CCPC members (Jennifer Pifeleti, Elizabeth Foster, Karen Haas-Foletta, Lisa Zimiga, Christine Padilla, and Heather Cleary) who have agreed to serve another term on the Council.

Supervisor Dave Pine announced the appointment of four new members whose terms will begin October 1, 2021:

- Valerie Higgins, will represent the child care consumer category. Valerie is a mother of four, a child care provider and a Parent Voices San Mateo leader.
- Alice Kuo, will represent the child care consumer category. Alice has a child in preschool, and is also a family child care provider



- Karen Pace, will fill the community representative category. Karen is a consultant working in San Mateo County with a number of early learning and education organizations. She has a background in strategic planning and communications.
- Tal Tamir, will represent the child care provider category. Tal is the Director of Operations for Newton Children’s Learning Center – an organization that provides school age care at multiple locations in San Mateo County.

5. Coordinator’s Report

Sarah Kinahan reviewed highlights from the Coordinator’s report (Attachment #2 in the September 20, 2021 meeting packet).

6. Planning for the 2022 Needs Assessment

Sarah Kinahan provided an overview of the timeline for updating the Child Care Needs Assessment and CCPC Strategy Plan. The purpose of the Needs Assessment is to inform priority setting and community planning on how to use resources to support childcare and early learning in our county. The Needs Assessment is required to be conducted every five years, and was most recently conducted in 2017. This assessment is also used to adjust and refine the CCPC Strategic Plan. Following the completion of the Needs Assessment (Spring 2022), the CCPC will begin reviewing and revising the strategic plan, and the subcommittee work plans.

The Needs Assessment must include child care supply and demand data for children birth to age 12 for families of all income levels, as well as those who would qualify for subsidies. The CCPC is tasked with looking at the needs of different subgroups of children including children with disabilities, children subject to abuse or neglect, families receiving public assistance, children in migrant agricultural families, and dual language learners. The last requirement of the Needs Assessment is understanding the cost of care in our county. A great thanks to the Silicon Valley Community Foundation for providing a grant to fund a consultant to prepare the Needs Assessment. This assessment will also focus on collecting original focus group data from parents and providers; in particular, the CCPC would like to highlight the issues family child care providers are experiencing, the shortage of early child care workers, wages and benefits for people working in this industry, the basic characteristics of families in the county, and a summary of recent data and research that has been done in our field.

During the discussion on this agenda item, it was suggested that CCPC review the low enrollment in Title V programs and how the pandemic has affected the demand for child care among families.

If anyone has recommendations of an individual or a firm who could complete the Needs Assessment, please contact Sarah Kinahan (skinahan@smcoe.org). CCPC would also like to have an ad hoc committee to aid in the completion of this report. This group would meet monthly for a period of six months. If you have any additional feedback on the content of the Needs Assessment, or would like to participate in the ad hoc committee please contact Sarah Kinahan (skinahan@smcoe.org).

7. Committees’ Reports

The chairs for the Leadership and Impact, Quality, Workforce, and Access Committees provided brief updates on committee work.

- For Committee Agenda and Meeting Minutes, please visit: <https://www.smcoe.org/about/child-care-partnership-council/agendas-and-minutes.html>

8. Adjournment

Supervisor Dave Pine adjourned the meeting at 11:33 a.m.



The next meeting will be held on November 15, 2021, at 10:30 a.m.

Links shared during this meeting

Foothill College – Child Development - Nanny and Family Studies

<https://foothill.edu/childdevelopment/nanny.html>

San Mateo County Economic Recovery Roundtable Series: Fostering Economic Resilience: Meeting Worker Needs for Childcare, Housing, and Other Essentials

<https://www.samceda.org/san-mateo-county-economic-recovery-roundtable-series-fostering-economic-resilience-meeting-worker>

California Department of Education - Centralized Eligibility List

<https://www.cde.ca.gov/sp/cd/ci/cdcelbackground.asp>

The San Mateo County Early Learning and Care Teacher Stipend Program

<https://www.smcoe.org/about/child-care-partnership-council/teacher-stipend-program.html>

LPC Form CD 2935

Agency Name: San Mateo County Office of Education
Agency Address: 101 Twin Dolphin Drive
Agency County: San Mateo
Contract Number: CLPC1039
Contract Amount: \$61,769
Vendor Number: 1041
Agency Rep First Name: Sarah
Agency Rep Last Name: Kinahan
Agency Rep Title: LPC Coordinator
Agency Rep Phone Number: 650-802-5647
Review Start: 11/15/2021
Review End: 11/15/2021
Program Year: 2020-2021

EC Section 8279.3 and 8499.5(b) Involvement in Local Priority Setting Process: Compliant

Compliance Examples (if applicable): The zip code priorities for San Mateo County were updated in 2021. They were presented at a public hearing to the Child Care Partnership Council in March 2021 and to the San Mateo County Board of Supervisors in April 2021 for approval.

EC Section 8499.5 Governance and Administration: Compliant

Compliance Examples (if applicable): We are in the midst of our multi-year strategic plan that was based on our 2017 Needs Assessment. We have outlined a process for conducting needs assessment research in 2022. We are in the process of reviewing our by-laws with County Counsel to strengthen them.

EC Section 8499.5 Funding: Compliant

Compliance Examples (if applicable): The CCPC leverages the fiscal expertise of the SMCOE Business Office to ensure compliance with all Funding Terms & Conditions. The CCPC Coordinator is supervised by SMCOE's Executive Director for Early Learning Support Services which adds another level of oversight and accountability.

EC Section 8499.3 Standards, Assessment, and Accountability: Compliant

Compliance Examples (if applicable): All positions on the CCPC are filled and meet the requirements for the percentage representation for consumers, providers, public agencies, community organizations, and other stakeholders. New members were recruited this year from underrepresented ethnic, gender, and linguistic groups. We on-boarded four new members this year in the categories of consumer, child care provider, and community representative.

EC Section 8499.3(f),(g) Staffing and Professional Development: Compliant

Compliance Examples (if applicable): All of the CCPC Member Orientation materials have been made accessible online and each new member receives an orientation session. The Leadership and Impact Committee is developing a training for 2022 regarding Diversity-Equity-Inclusion. The LPC Coordinator is able to access professional development through the San Mateo County Office of Education and participates in SMCOE's regular leadership seminars. The LPC Coordinator works one-on-one with committee chairs to make sure they have all the support they need

EC Section 8499.5(3) Opportunity and Equal Educational Access: Compliant

Compliance Examples (if applicable): All CCPC meetings are open to the public and conducted in accordance with the Brown Act. In 2020, we moved to holding meetings virtually via zoom. This has increased participation dramatically. We now average approximately 60 people per meeting.

EC Section 8499.(4),(5),(6),(7),(8) Collaboration Activities: Compliant

Compliance Examples (if applicable): The CCPC Coordinator regularly collaborates with partners both internally at SMCOE and externally at organization such as First 5 SMC, 4Cs, the County of San Mateo, Build Up SMC, Community Equity Collaborative, and many others. One example of collaboration has been the San Mateo County COVID-19 Child Care Relief Fund. The CCPC Coordinator participated in fundraising for this fund and served on the grant review committee. The fund provided \$5 million in relief grants to centers and family child care providers. The LPC Coordinator has also organized and conveyed feedback on relief funding priorities to Representative Jackie Speier to held her work on federal legislation and funding to support early learning and care.



Coordinator's Report for November 15, 2021

This report summarizes recent activities of CCPC staff and developments in the field.

Legislation

- In October, the Governor signed two bills the CCPC was tracking:
 - AB 1294 – extension of Santa Clara County Subsidy Pilot
 - AB 1363 – dual language learners in preschool - enhanced data collection and quality standards
- The Governor vetoed three bills that CCPC was tracking:
 - AB 123 – Paid Family Leave increase
 - AB 865 – changes to Alternative Payment program that included being able to reimburse providers for maximum certified hours of care
 - SB 50 – would have made changes to CSPP program to allow younger children and categorical eligibility
- The twelve other bills we were tracking never made it to the Governor.
- The CCPC Coordinator will be meeting with Senator Becker's staff in December to talk about priorities for the next legislative session that starts in January 2022.

Follow Up to Representative Speier

- SMCOE is in the process of contracting with a consultant to provide an analysis of the economic impact of public investment in universal infant-toddler child care (I-T care) in San Mateo County (SMC). SMCOE's Early Learning Support Services Department and the Child Care Partnership Council are interested in a report similar to UC Berkeley Labor Center's 2019 report, *Investing in Early Care and Education: The Economic Benefits for California*, but focused specifically on children ages 0-2 years old living in San Mateo County. Thank you to First 5 San Mateo County for funding this work through the EQ+IP grant.
- The CCPC Coordinator along with members of the Child Care Response Team provided input to Representative Speier's staff on the components of President Biden's Build Back Better plan that were related to family fees and income eligibility for child care.

Needs Assessment

- The Silicon Valley Community Foundation has provided a grant in the amount of \$20,000 to CCPC/SMCOE to help support the completion of the needs assessment in 2022.
- The next step is to identify and contract with a consultant or firm to complete the assessment.
- The needs assessment will be presented to the CCPC at the March or May 2022 meeting.

Universal TK/PK Implementation

- CCPC's Access Committee will be tracking the planning for Universal TK and report back to the larger group on what we are hearing from the field.
- The Opportunities for All Branch at the California Department of Education (CDE) has been hosting a P-3 Webinar Series focused on working with and supporting education partners as they consider, plan for, and implement P-3 strategies. They have also been compiling P-3 resources at <https://www.cde.ca.gov/ci/gs/p3/>. To receive updates on P-3 from CDE, email "subscribe" to subscribe-cdep3updates@mlist.cde.ca.gov.

Supporting Recovery of the Early Learning and Care Sector in San Mateo County

Addressing the needs of center and home-based programs serving children ages 0-13

The COVID-19 pandemic has revealed the essential nature of early learning and care programs serving children ages 0-13 in our community. These programs allow parents to work with peace of mind and provide stability and nurturing for children that mitigates the impacts of trauma and stress, and contribute to healthy child development. However, these programs have been hit hard financially and are struggling to recruit and retain qualified staff. The recommendations for the use of American Rescue Plan (ARPA) relief funds presented below will provide relief that will stabilize and strengthen this valuable sector, ultimately expanding access to affordable, quality care for children ages 0-13.

Stabilize Existing Programs (\$6.1 million)

- Offer General Operating Support grants
- Provide technical assistance to Relief Fund Grantees to help them stay in business
- Offer grants for Health and Safety Facility Upgrades
- Launch a Public Education Campaign to educate parents on safety of child care to increase enrollment*
- Provide at-home COVID-19 test kits for low-income families to help prevent community transmission*

Support the ELC Workforce (\$4.1 million)

- Pilot workforce development strategies that provide Career Navigation for ELC workers and improve the ELC workforce development system
- Offer grants to ELC employers to offer Recognition Payments for staff
- Provide Incentives for Recruitment/Retention of ELC staff

Build Small Business Capacity (\$250,000)

- Pilot Shared Services business support for family child care and small centers

Strengthen Community Infrastructure (\$1 million)

- Create and build sustainability of a Centralized Application and Wait List
- Analyze needs and pilot strategies to support School Age programs
- Plan for increasing capacity and funding for the Child Care Partnership Council

* These strategies may be funded through local philanthropy or grants.