Department of Early Childhood

Joint CFC & EC COAC Meeting

January 28, 2026

San Francisco Department of Early Childhood

Agenda

1. Call to order
2. Roll call
3. General public comment
4. Agenda items public comment
5. Joint Body Member updates
6. CPAC updates
7. Executive Director updates
8. Discussion and possible action to approve the October 8, 2025 meeting minutes (Action item) [Body members provided with the following: draft minutes]
9. Action Item - Children and Families Commission Members: Discussion and possible Action to Approve a Family Resource Center grant sole source waiver and contract up to $1,400,000 with Our Family Coalition from January 1, 2026 through June 30, 2029
10. Discussion of the Department of Early Childhood's Impact Report including the effectiveness of Early Care and Education for All Initiative (Discussion Item)
11. Discussion on the Department of Early Childhood draft spending priorities for fiscal year 2026-27 and 2027-28 (Discussion item) [Body members provided with the following: draft budget priorities]
12. Adjourn

1. CALL TO ORDER

2. ROLL CALL

3.GENERAL

Public Comment

4. AGENDA ITEMS

Public Comment

5. JOINT BODY UPDATES

6. CPAC UPDATES

7. EXECUTIVE DIRECTOR UPDATES

Welcome Connor Skelly!

Connor Skelly serves as chief operating officer of Perez Construction, helping to scale a family-owned business and positioning it to earn recognition as one of the Bay Area's fastest-growing private companies. Skelly previously worked as a consultant scaling impact across education, housing, and workforce development. His career began in public education as a math teacher and dean in the San Francisco Unified School District, and he has continued his commitment to service through board leadership roles at several San Francisco nonprofits. A father of four, Skelly brings a deep commitment to strengthening how government serves families and communities across the city.

Welcome Barbara Walden!

Barbara E. Walden is the Early Education Program Director at MNC Inspiring Success (MNC), where she oversees a comprehensive early childhood education program serving children ages 0–5 and their families, with responsibility for a staff of more than 100. Her role includes staff management, program quality, continuous improvement, and fiscal oversight across federal, state, and local funding contracts, ensuring compliance, accountability, and high-quality service delivery. Over the last few years, she has led the program through strategic changes and expansions in response to community needs and works closely with community partners to support educators, families, and children.

- Barbara holds a master's degree in public administration from San Francisco State University and brings more than 20 years of experience in education and nonprofit administration. She began her career as a classroom teacher working with underserved communities, an experience that continues to inform her equity-centered approach to educational systems and public service. She has been with MNC since 2009, advancing through roles of increasing responsibility to her current leadership position.
- A San Francisco native, mother of two, and former Head Start parent, Barbara is deeply engaged in civic and policy advocacy. She is a member of the SF Children's Council Black Early Educators Policy Council, a founding member of the National Black Child Development Institute - San Francisco Village Chapter, and an active advocate for early childhood education, immigration rights, and local initiatives benefiting children and families.

8. Discussion and possible action

to approve the October 8, 2025 meeting minutes (Action item) [Body members provided with the following: draft minutes]

9. Discussion and possible action to Approve a Family Resource Center grant sole source waiver and contract up to $1,400,000 with Our Family Coalition from January 1, 2026 through June 30, 2029 (CFC Only item)

10. Discussion

of the Department of Early Childhood's Impact Report including the effectiveness of Early Care and Education for All Initiative

Key Accomplishments and Indicators

- Kindergarten readiness grew for the 4th straight year to highest level since SFUSD launched the Kindergarten Readiness Inventory in 2017
    - Record levels of readiness for African-American children and children with special needs
- Early learning enrollment exceeded pre-pandemic peaks
- Infant and toddler enrollment in ELFA exceeded preschool enrollment
- Early educator compensation and retention substantially outpaced the state
- Participation in developmental screening reached record highs, with increasing adoption of the Sparkler mobile app
- Families embraced new programs and services for children with developmental concerns through Early Connections

San Francisco Department of Early Childhood

Theory of Change

ISSUE STATEMENT

Research shows that being ready for kindergarten is a key educational benchmark that leads to continued success in future years.

All children need the support of family, community, and systems to be ready for kindergarten.

Unfortunately, structural racism prevents too many San Francisco children from being ready for kindergarten and achieving their full potential. Black, Latino, Pacific Islander, and Indigenous children, face persistent inequities in health, and social and cognitive skills that support school success.

CORE STRATEGIES

Early Learning
We support teacher preparation and compensation, enhance program quality, and improve affordability and access.

Child Health
We ensure universal developmental screening and promote access to health and mental health services for children and their families.

Family Strength
We ensure that families have opportunities for social and professional connections, linkage to resources, and information on parenting and child development.

STRATEGIC PRIORITIES 2023–2028

Advance racial equity in policy, planning, and service delivery across the early childhood network of care.

- Amplify parent voice and influence in shaping policy and programs.
- Increase cultural responsiveness of all early childhood development services.
- Increase transparency in communications and open access to information and services.

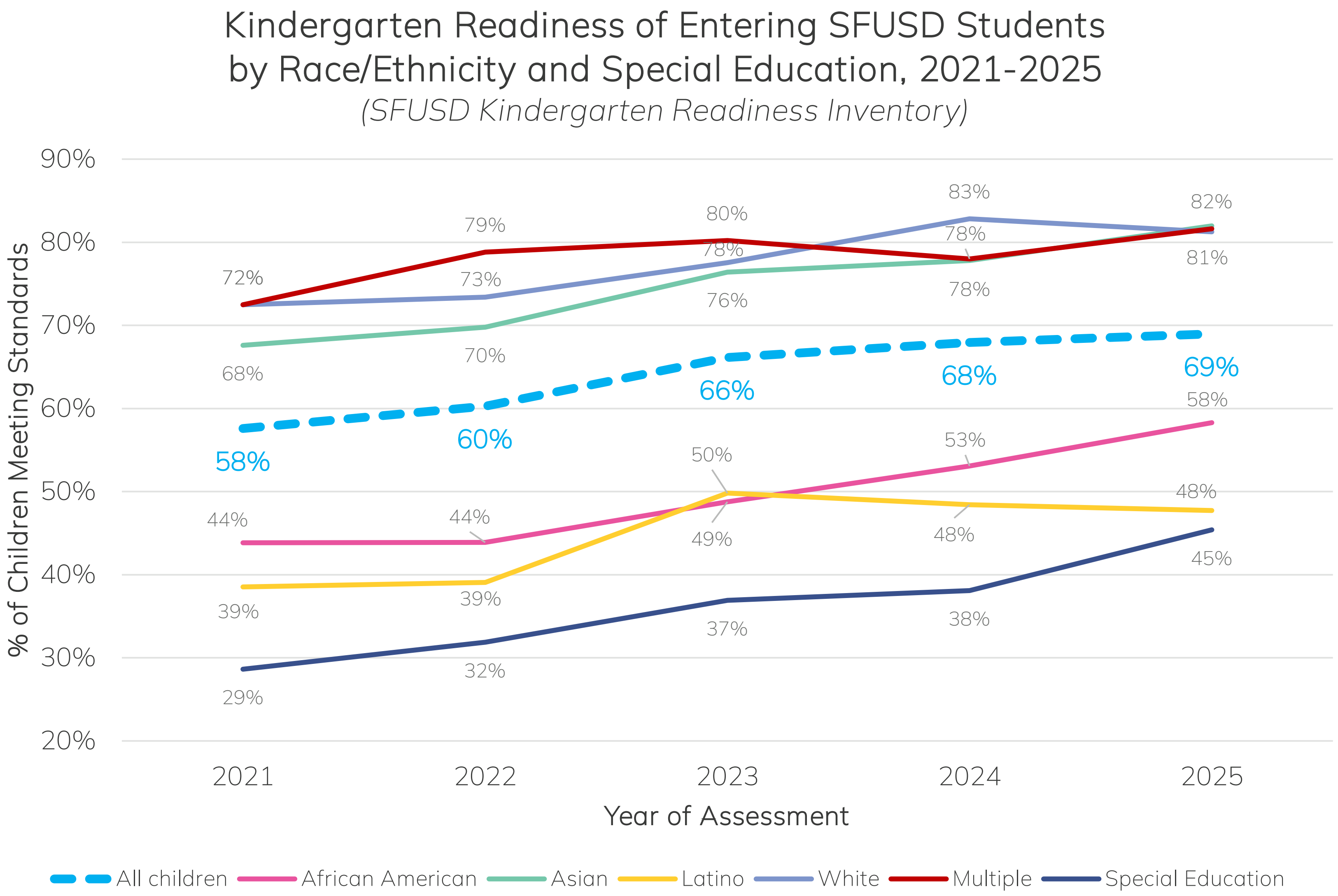
OUTCOMES

- Children enter kindergarten with the cognitive, social/emotional, and physical skills that support school success.
- Children are in excellent physical and mental health or have reliable access to quality health providers to address concerns.
- Parents have the information, resources, and connections to peers and professionals to successfully raise their children in San Francisco.
- And race is not a predictor for achieving these outcomes.

IMPACT

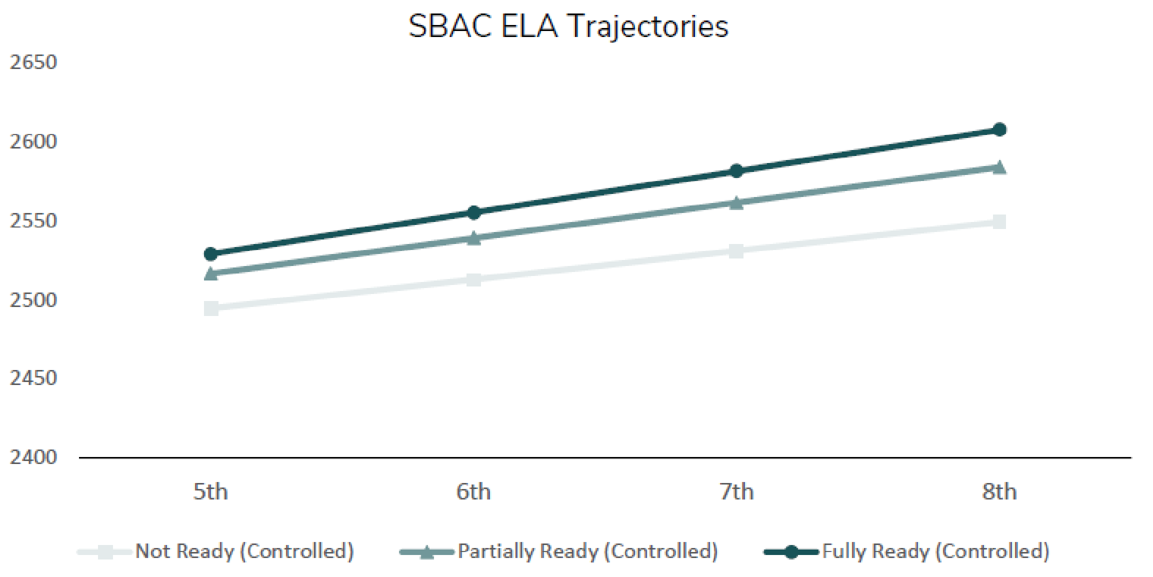
All San Francisco children enjoy a solid foundation to support future success.

Kindergarten readiness improved for the fourth straight year, achieving record highs



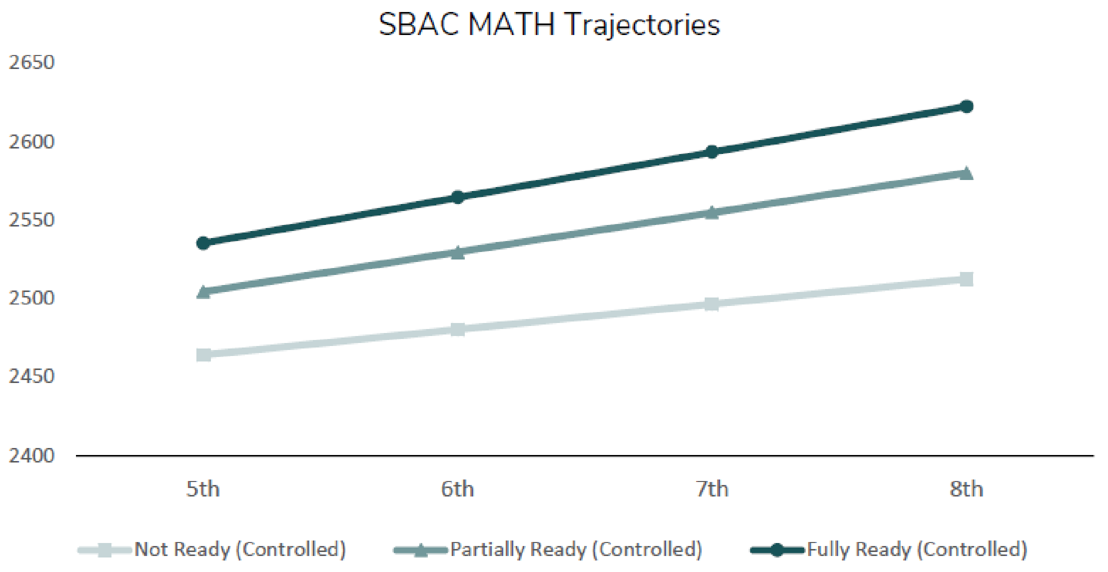
Kindergarten readiness predicts future academic outcomes

Figure 9. SBAC ELA Scores Trajectories by Readiness Group



Note. N=272-289. The following variables were entered as controls: English Learner status and special education status (measured throughout the years from 2015 to 2018), gender, race/ethnicity, family income, single parenting, and ECE experiences (measured in 2009).

Figure 11. SBAC MATH Scores Trajectories by Readiness Group

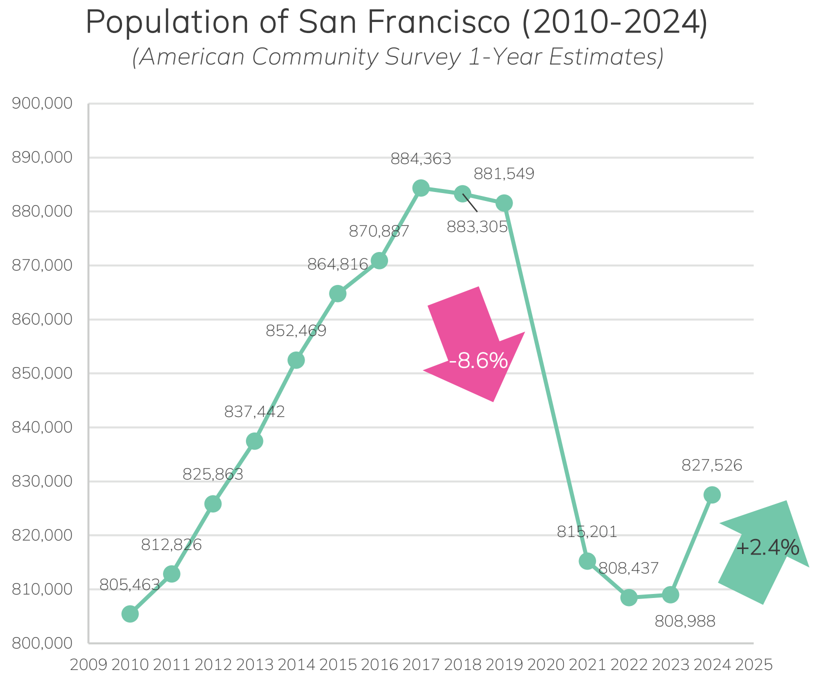


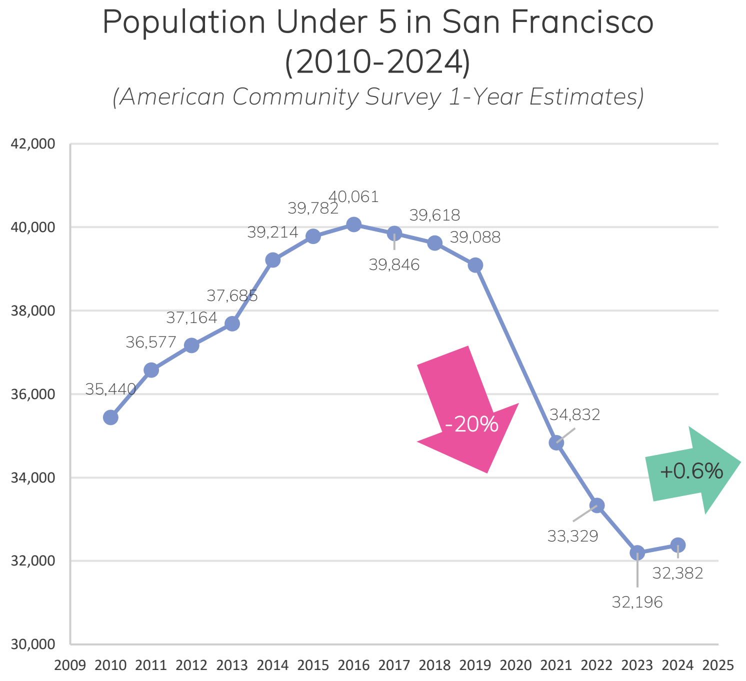
Note. N=272-289. The following variables were entered as controls: English Learner status and special education status (measured throughout the years from 2015 to 2018), gender, race/ethnicity, family income, single parenting, and ECE experiences (measured in 2009).

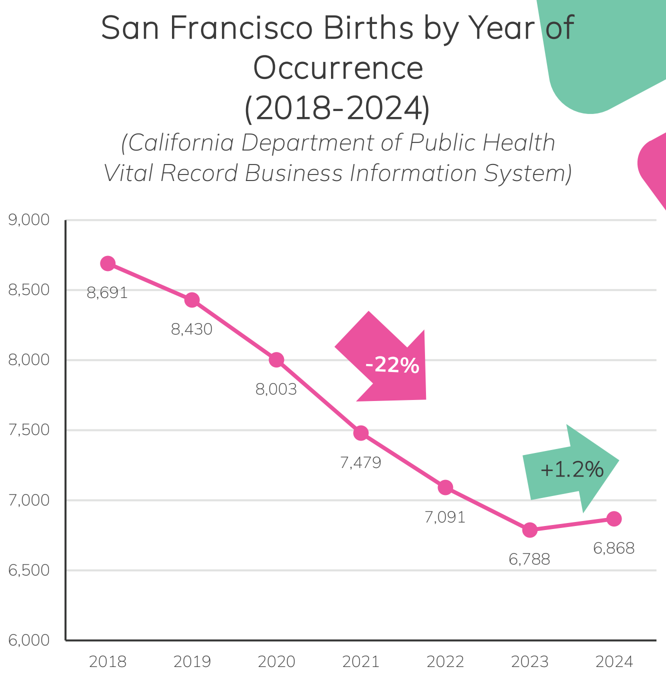
Factors Contributing to Readiness

- Gender
- Race
- Family Engagement
- Financial Stability
- Home Language
- Special Needs
- Tired, sick, hungry
- Parental Support & Coping
- Preschool & Transitional Kindergarten

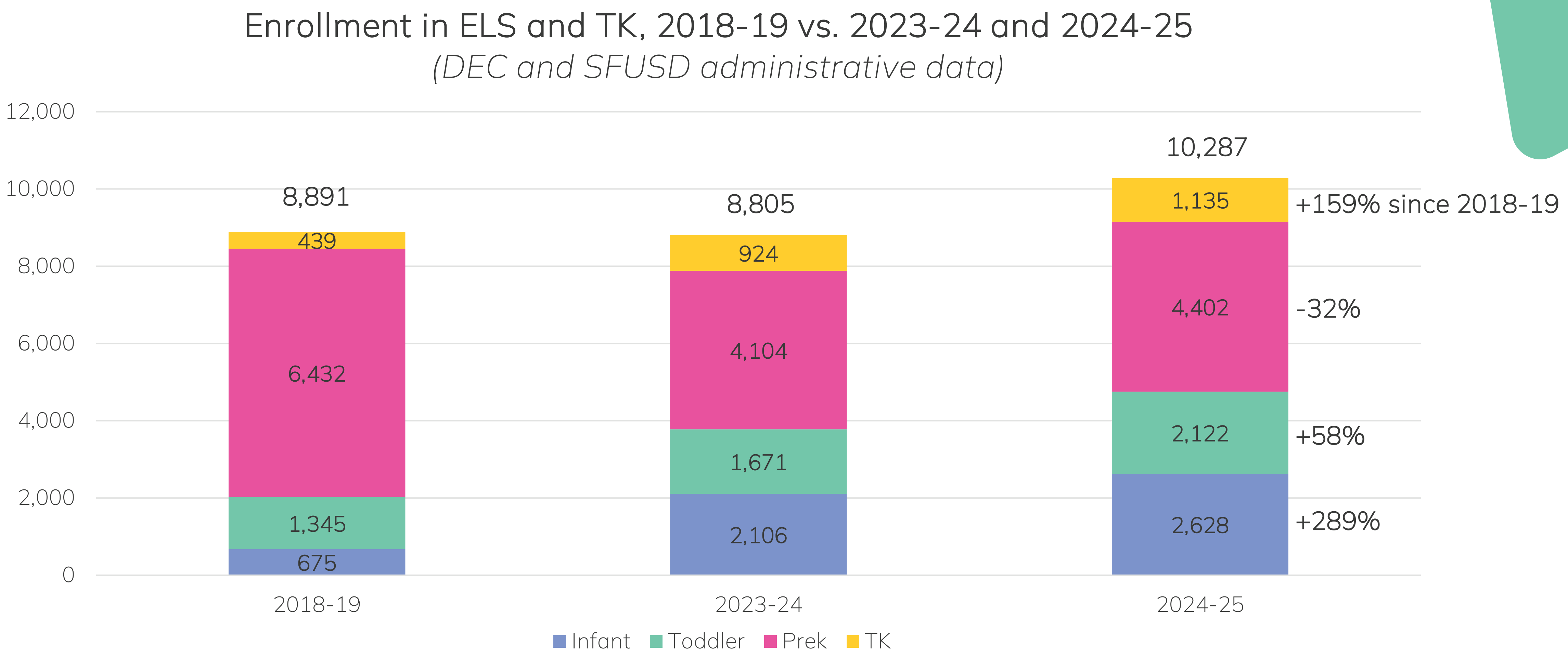
San Francisco's Population is Rebounding – Less So for Children 0-5





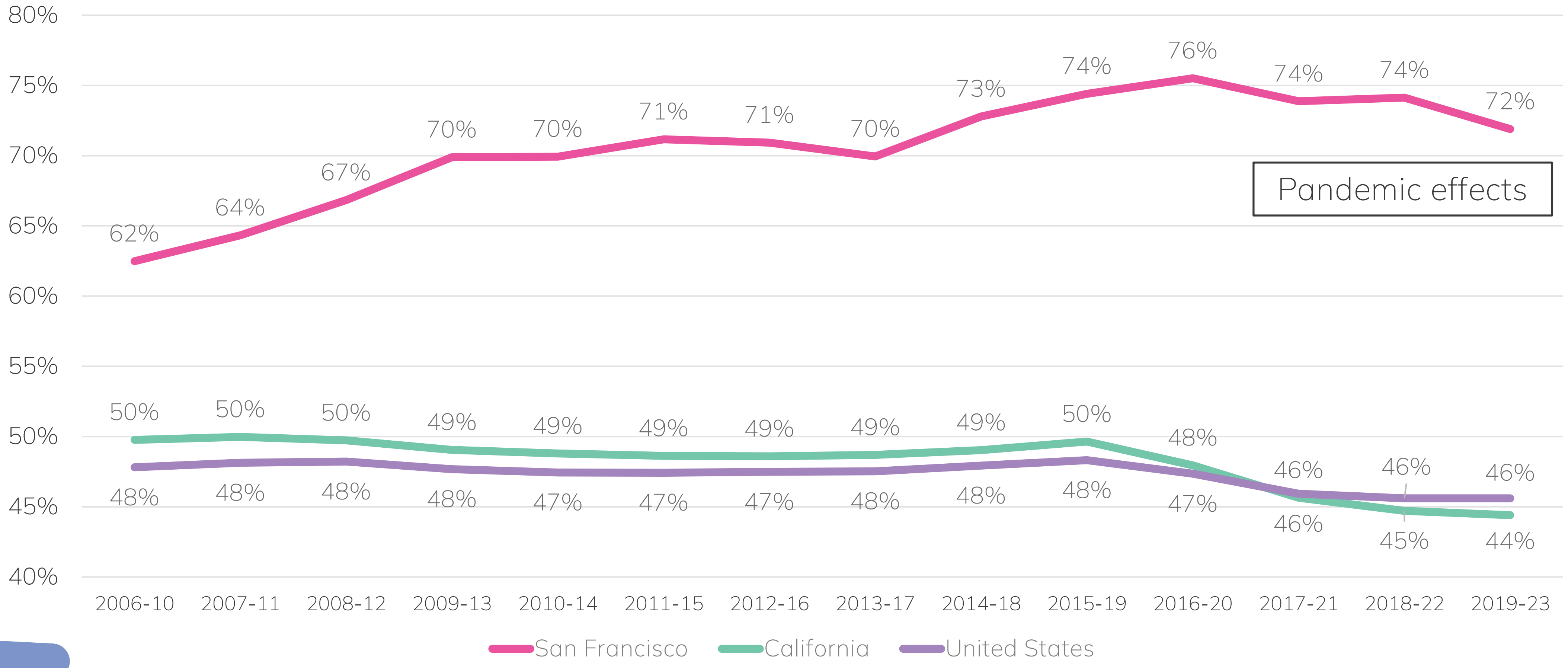


Early Learning for All enrollment reached record highs, led by infants and toddlers

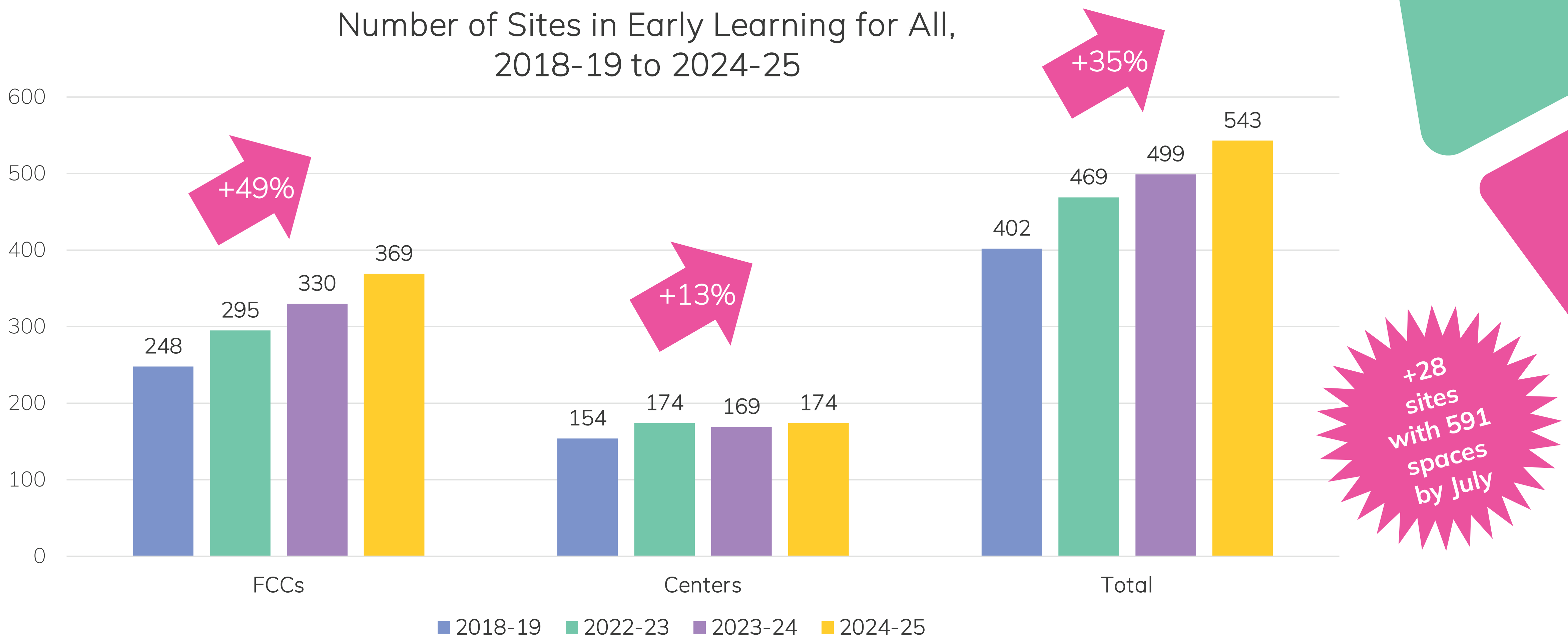


San Francisco still leads the nation in preschool enrollment

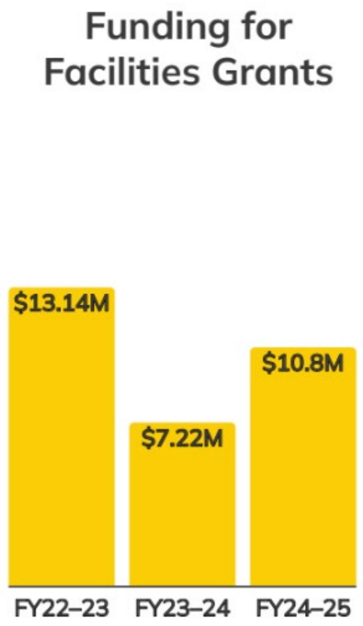
Proportion of 3- and 4-Year-Olds Enrolled in School, 2006-10 to 2019-23
American Community Survey 5-Year Estimates

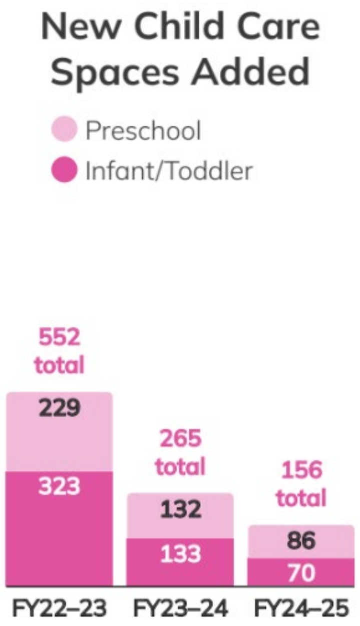


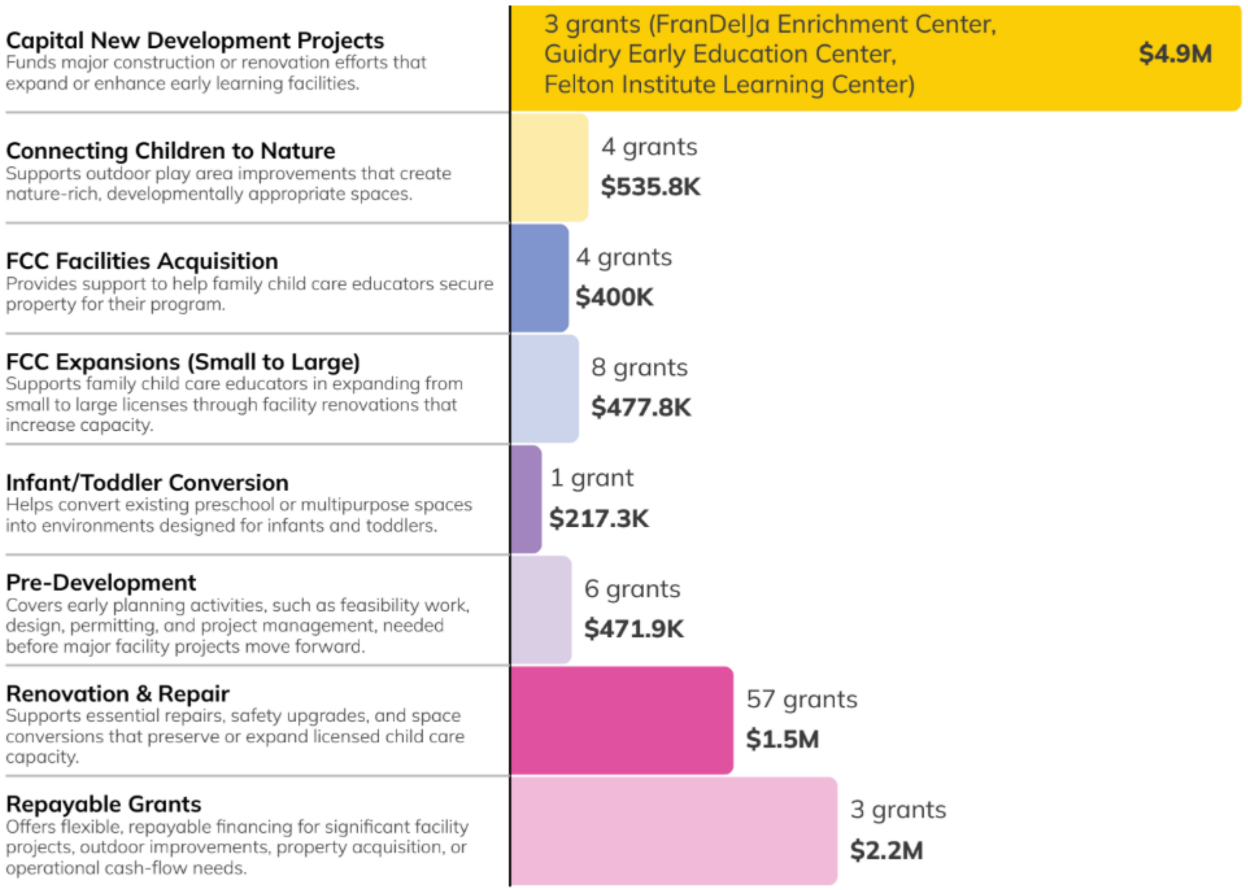
The growing ELFA network offered parents more program choices than ever



DEC's facilities buildout through LIIF continued to add capacity to meet emerging demand







DEC boosted compensation for 3,175 early educators

1,445 educators saw their wages increase as a result of EESSG:

- +53% average increase for Assistant Teachers/Floaters ($30.88/hour)
- +42% for Teachers/Co-Teachers ($34.89/hour)
- +45% for Lead/Co-Lead Teachers ($40.10/hour)

1,730 educators received at least one CARES 3.0 stipend:

- $12,537 average annualized* stipend for Assistant Teachers/Floaters
- $11,298 for Teachers/Co-Teachers
- $12,770 for Lead/Co-Lead Teachers
- $16,609 for FCC Owners

** Annualized amounts assume award of two semiannual stipends*

DEC is also growing and advancing the ECE workforce

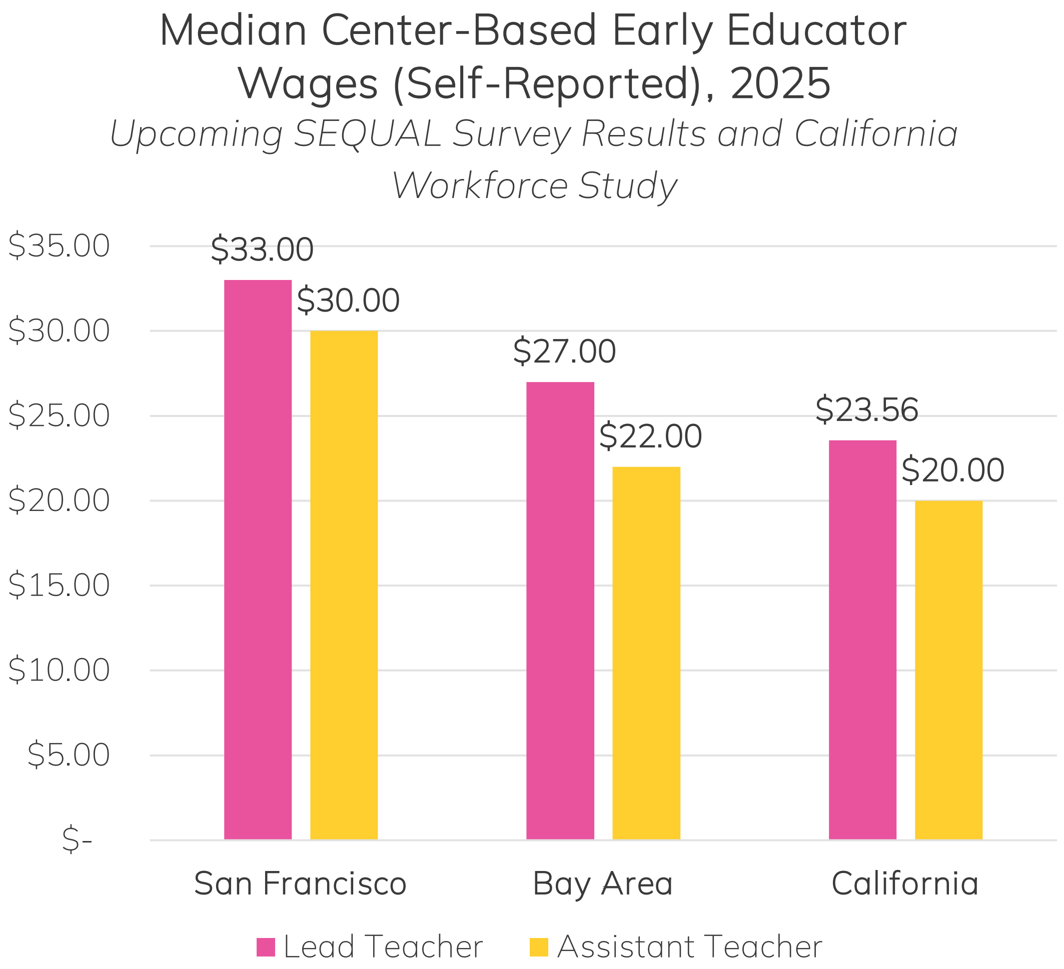
456

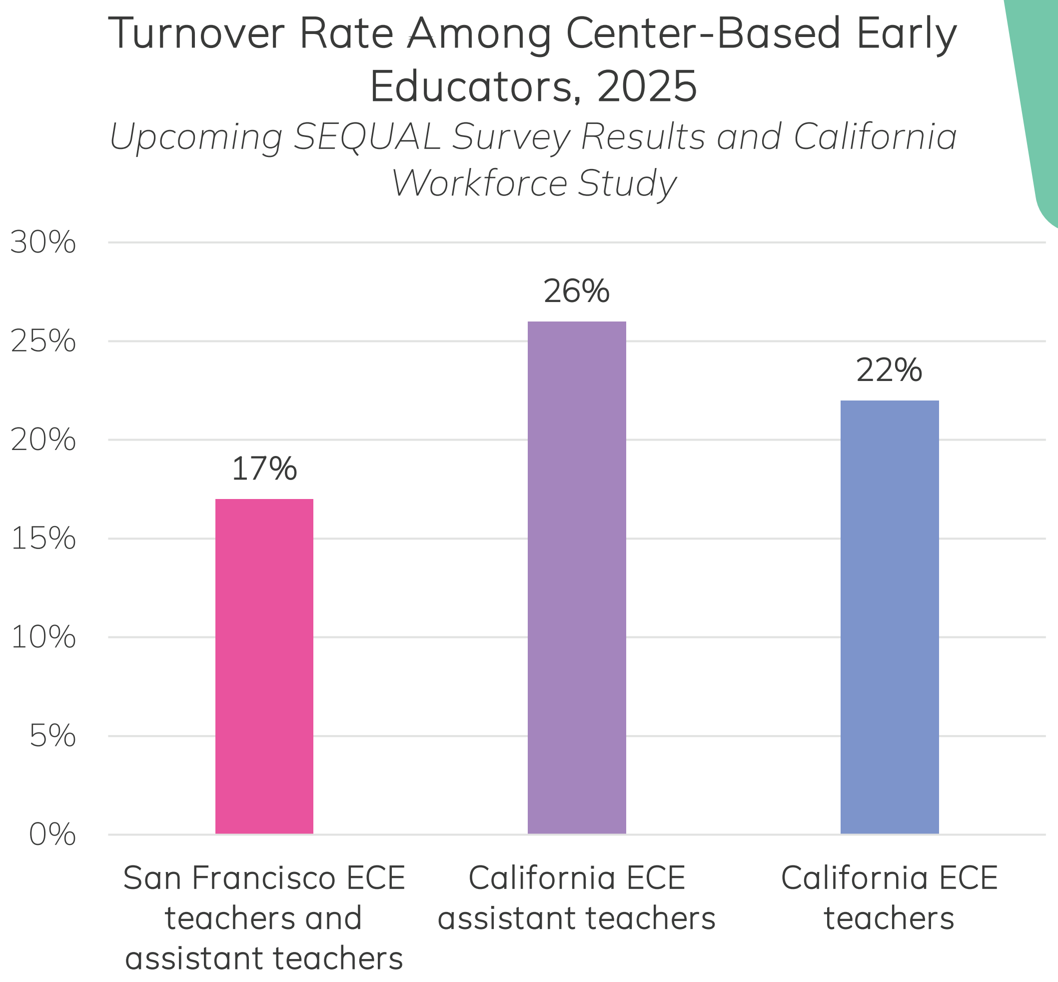
early educators advanced or began their ECE careers through Workforce Pathways, which provides free or discounted degree programs, paid apprenticeships, career and educational counseling, and other wrap-around supports

971

educators were awarded stipends for completing educational and professional milestones through the Stipend for Early Educator Professional Development (SEEPD)

San Francisco's early educator compensation and job retention outpaces the state





DEC continued to invest in improving program quality in ELFA programs

Instructional Coaching

9,151 hours
of instructional coaching

Training

147
trainings

13,000+
hours

2,263
participating educators

Language Access

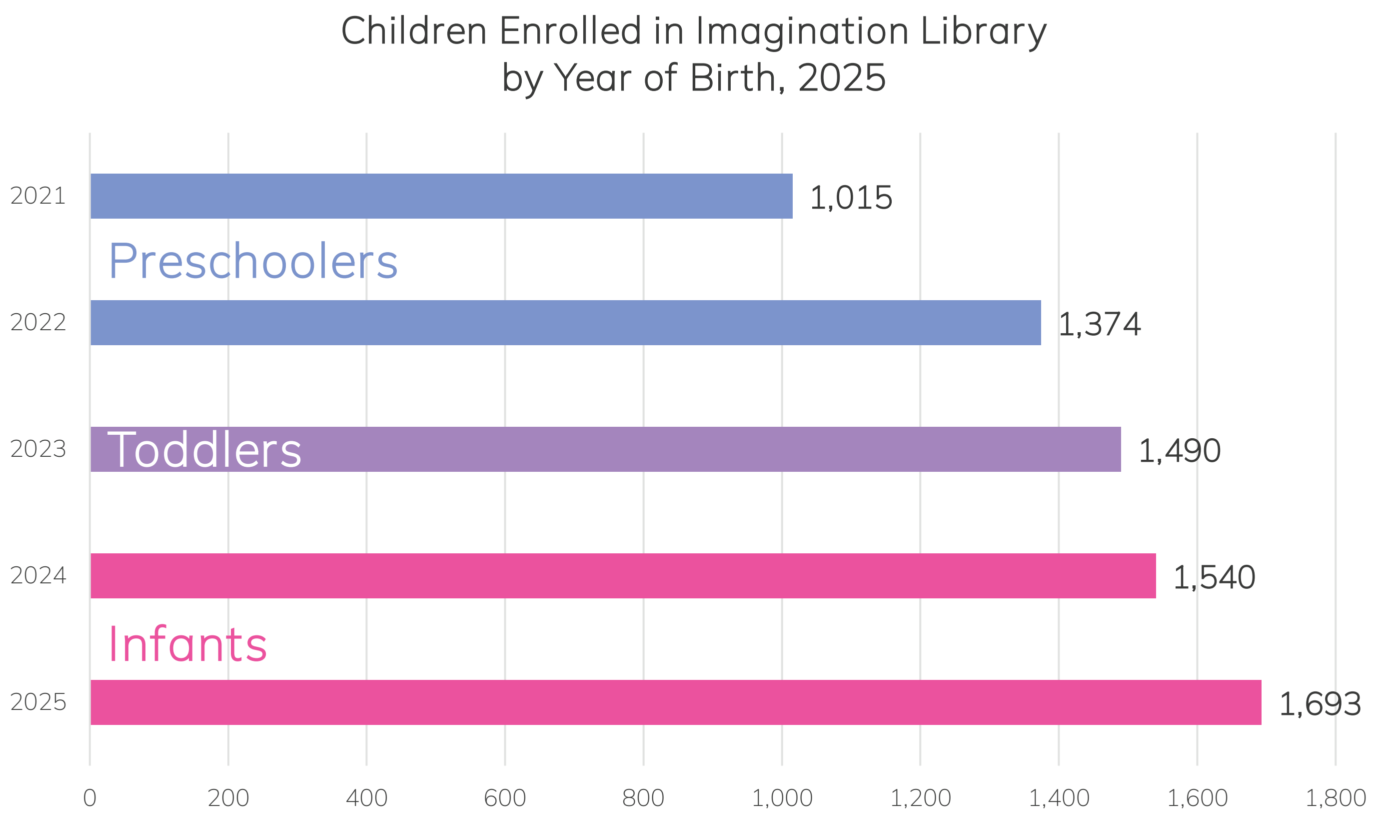
78%
of trainings offered in Spanish, Mandarin, and Cantonese

Early Childhood Mental Health Consultation

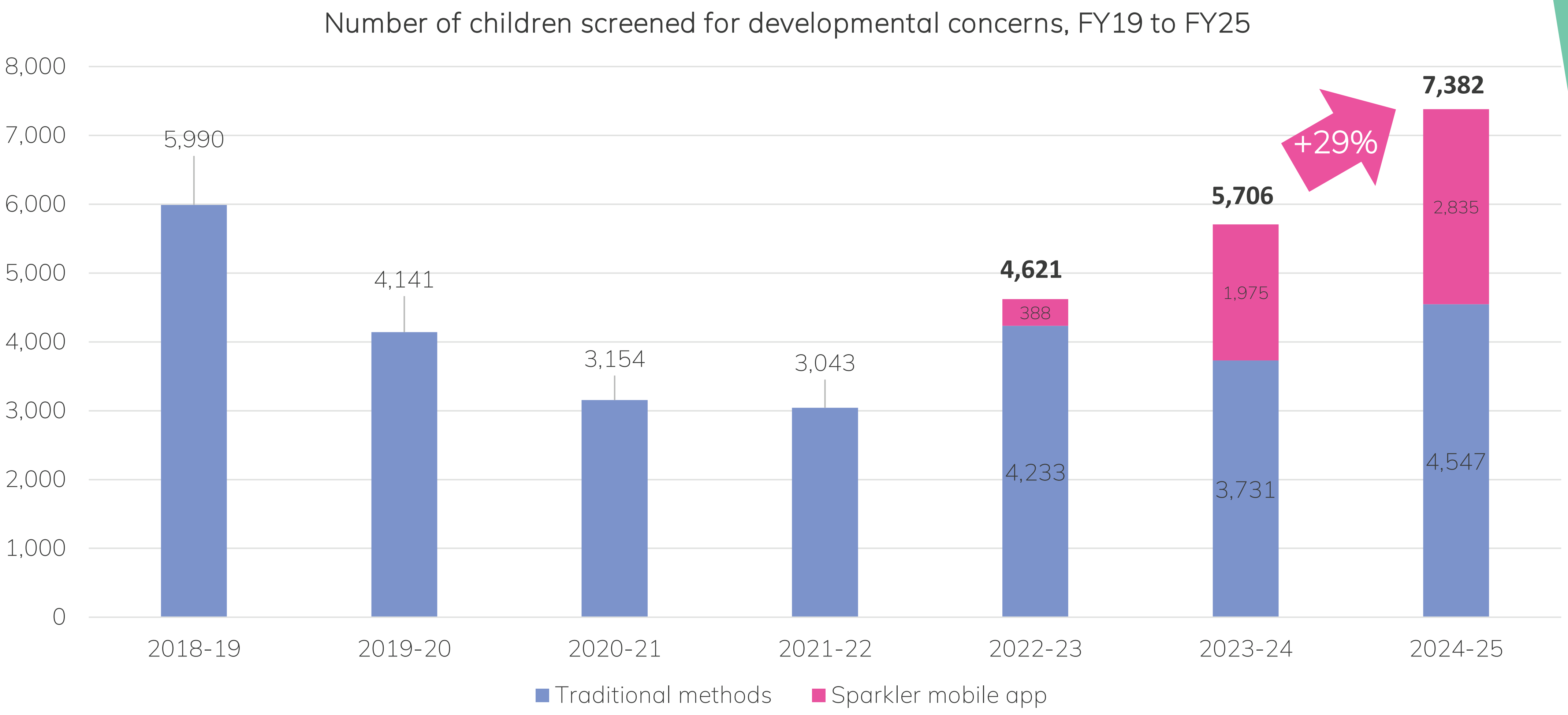
1,200
average hours per month supporting ELFA sites

Imagination Library is successfully getting free books into young children's homes

7,112 children enrolled since July 2025



Sparkler continued to drive increased access to developmental screening



Early Connections served about 2,000 families in its first year

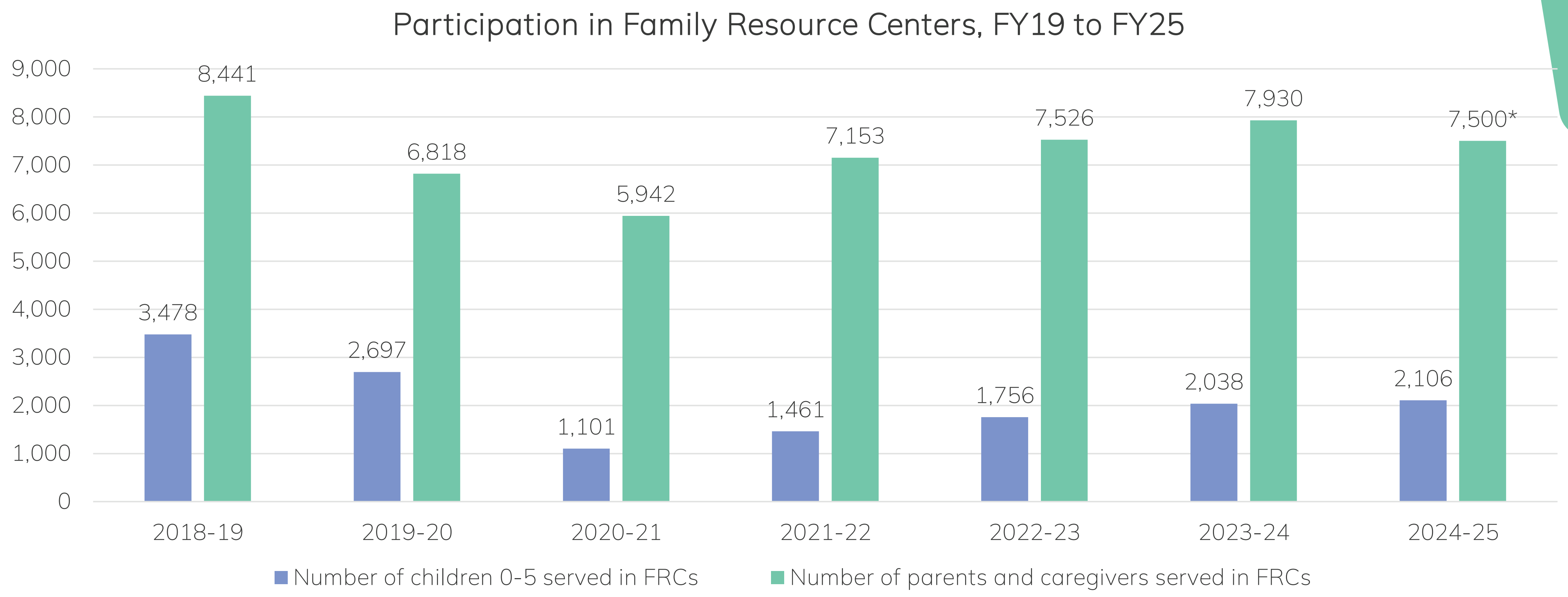
1,400
families triaged through the Centralized Access Point (CAP)

632
families accessed support groups, classes, and developmental resources

319
children participated in fun, nurturing developmental playgroups that promote healthy growth

708
families with complex needs received care coordination, strengthening continuity and access to services

Parent and child participation in FRCs increased for the fourth year in a row



** FY25 parent participation increased from FY24, but early intervention services in FRCs were recategorized in FY25 and now appear in Early Connections to avoid double counting. Additionally, DEC is in the process of contracting with an additional FRC.*

Family Resource Centers by the Numbers

Overall Participation

77,989 hours
of Parent Engagement

48,063 hours
of Child/Youth Engagement

Parent Education

789
Parents in Curriculum-Based Parenting Sessions

2,077
Parents in One-Time Parent Education Workshops

Parent-Child Interactive Groups

1,245
Participating 0-5-Year-Olds

217
Participating Children Over 5 Years Old

Case Management / Family Assessment

2,127
Parents and Caregivers

33%→15.5%
Reduction in Incidence of Risks (entry/exit)

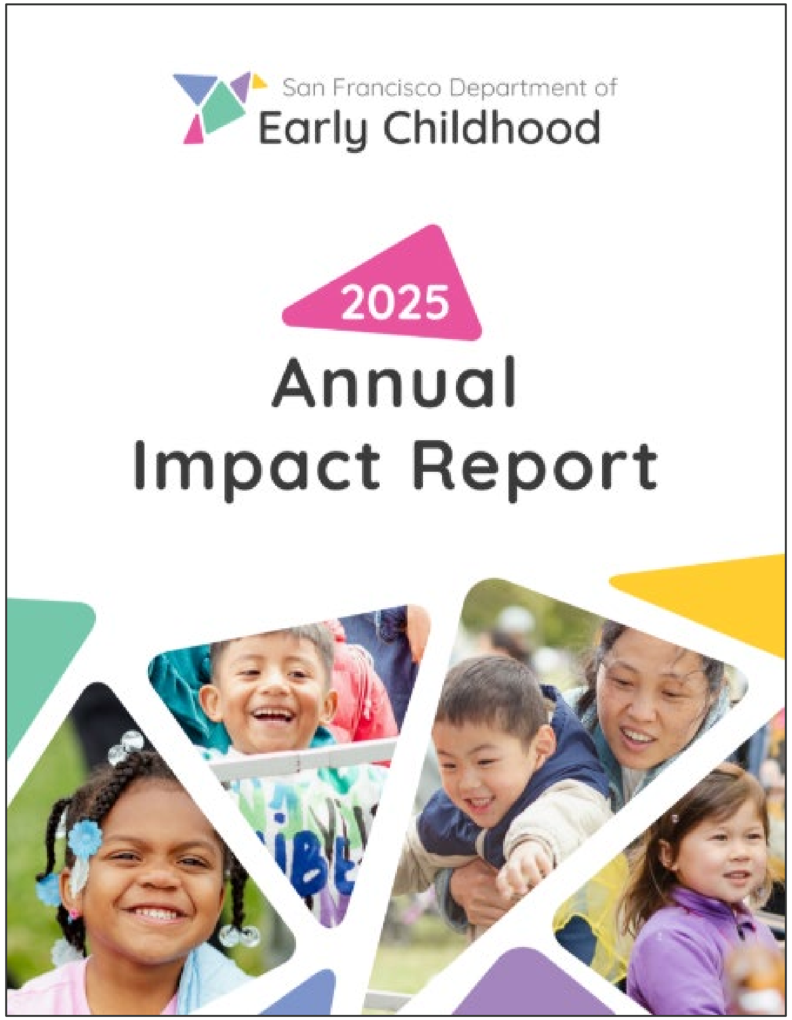
HSA Services

184
Parents in Differential Response

79
Parents in Enhanced Visitation (EV)

64
Children in EV

Look for the full report on our website next week!



11. Discussion on the Department of Early Childhood draft spending priorities for fiscal year 2026-27 and 2027-28 (Discussion item)

[Body members provided with the following: draft budget priorities]

DEC Budget Priorities

Budget Timeline

January 23	Technology Project Proposals Due
January 28	*Public Presentation: Budget Priorities*
February 11	Public Presentation: Expenditure Plan
February 23	Department Phase Budget Submission
May/June	Department presentations to BOS
June 2	Mayor proposes Citywide budget
July 31	Last day for BOS to adopt budget

Challenging Fiscal Outlook for S.F.

Fiscal Outlook

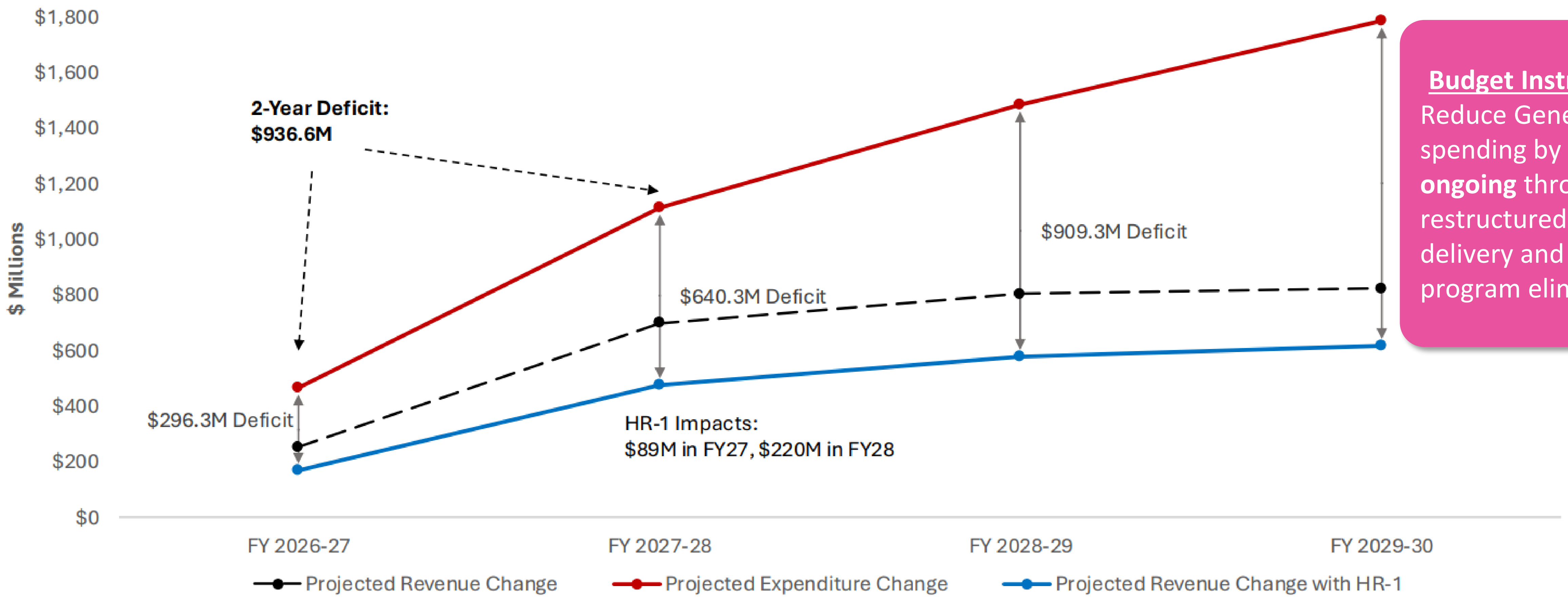
- **Tax growth:** Strong business tax growth/modest local tax growth, no recession projected
- **Revenue loss:** Revenue loss due to H.R. 1 exceeds $300 million over two-year period
- **Vacancy rates:** Commercial vacancies still depressing Commercial Rents (Prop C) with unknown trajectory
- **Salaries and benefits:** Projected to rise $820 million over next 5 years; primary driver of deficit
- **Non-discretionary funding:** Growth in baseline commitments of $270 million by 2030

Risks to Fiscal Outlook

- **State Budget Shortfall:** Potential revenue loss under current economic conditions and Federal funding changes
- **Federal Policies:** Federal economic policies are uncertain and have unknown impact locally or nationally; Federal grant disbursement (current year and through budget) is also at risk.
- **Assessment appeals:** Declining property values risk lowering tax revenue

Source: Mayor's Office of Public Policy and Finance

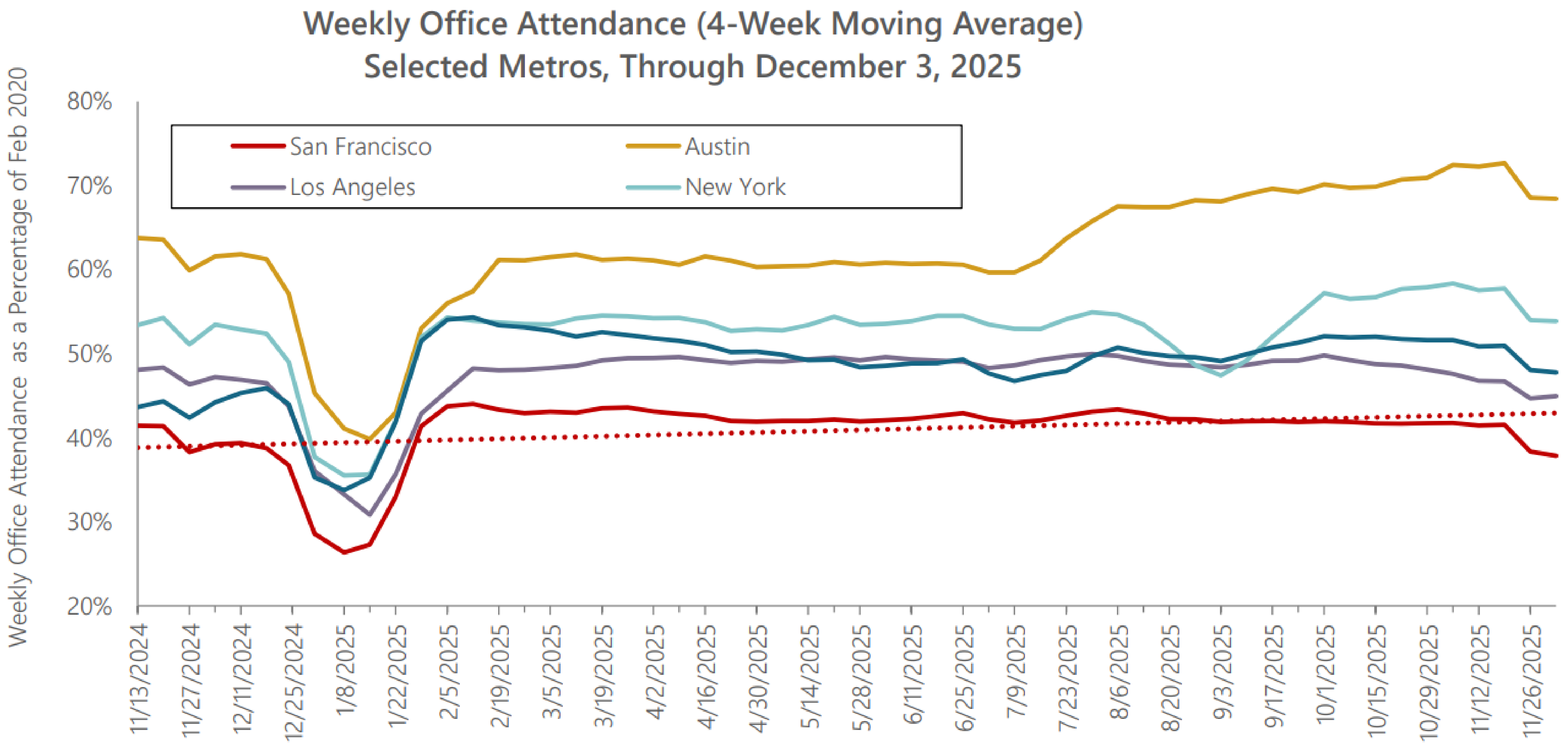
Revenue growth still outpaced by spending



Budget Instructions:
Reduce General Fund spending by **$400M ongoing** through restructured service delivery and targeted program elimination

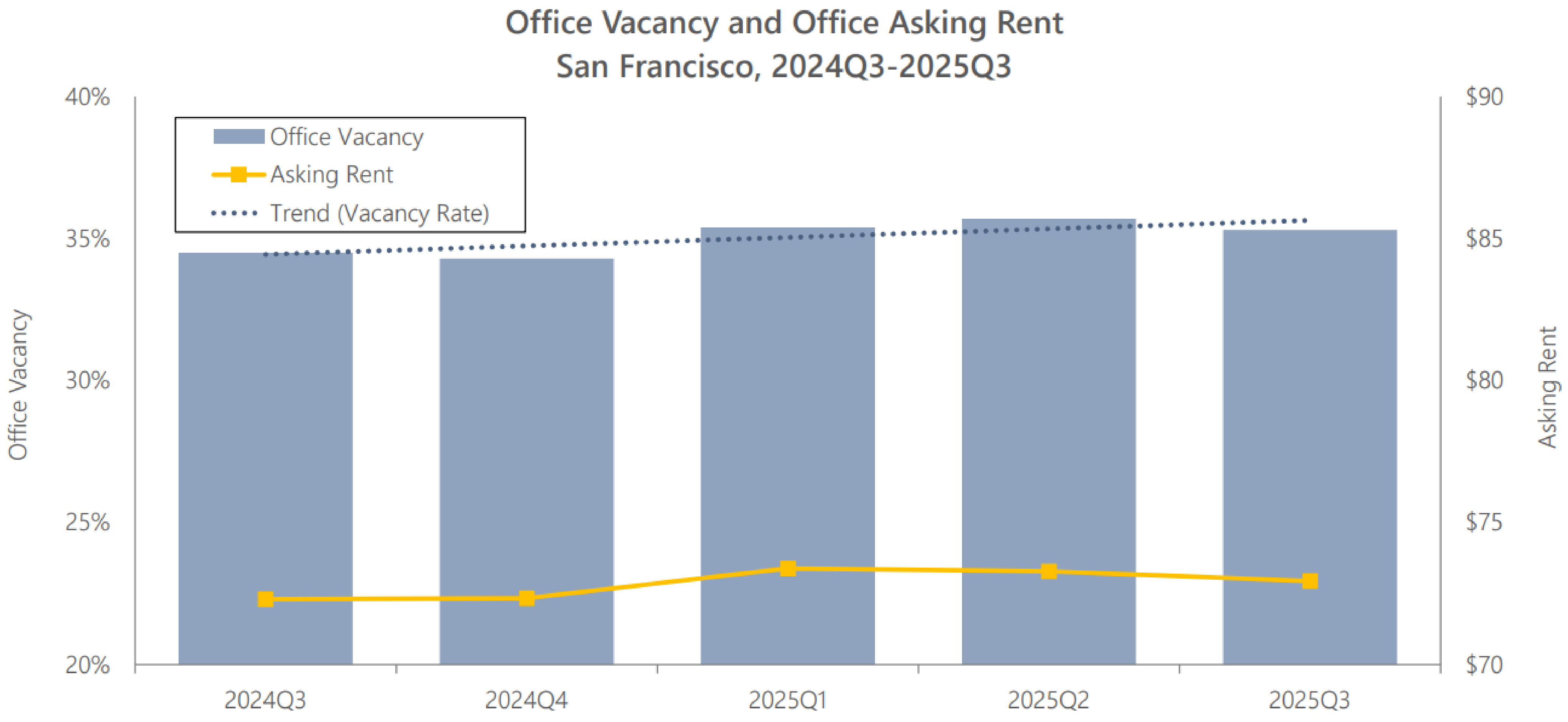
Source: Mayor's Office of Public Policy and Finance

Offi ce attendance continues trend below 50%



Source: Kastle System

…but offi ce rents rose slightly year over year



Source: Jones Lang LaSalle (JLL)

Budget instructions target savings/efficiency

- $400M total in ongoing savings
- Eliminate discretionary programs
- Restructure departments around current staffing levels
- Reduce Citywide workorders and/or overhead by 10%
- Shift duplicative or common services toward a centralized model
- Propose near-term investments for long-term cost savings

Objectives

- Reorient spending towards **priority core services**
- Continue to **reduce structural deficit**
- **Invest** in long-term operational efficiencies

Source: Mayor's Office of Public Policy and Finance

Mayor's Priorities

Mayor advances Family Opportunity Agenda

Safe and Clean Streets			Economic Revitalization		
Keep Our City Safe	**Transform Our Health and Homelessness Systems**	**Maintain Clean, Safe, and Welcoming Public Spaces**	**Revitalize Downtown San Francisco**	**Make the City More Affordable and Livable for Families**	**Strengthen the City's Economy, Arts & Culture**
Keep all San Franciscans safe through coordinated and proactive public safety efforts	Ensure positive long term health outcomes for San Franciscans, including those in crisis on our streets or vulnerable in our communities	Provide clean streets, inviting parks, and reliable mobility options so people feel comfortable being out in the city	Rebuild a vibrant, mixed-use downtown by bringing people, jobs, housing, and cultural activity back to the city's core	Improve quality of life and access to opportunities so children and families can thrive	Grow San Francisco's broader economy by supporting key industries, creating good jobs, expanding tourism and cultural activity, and increasing economic opportunity citywide

Effective Common-Sense Government

Modernize the systems and structures that shape how we work, and build the data, technology, and talent capabilities we need to innovate, improve services, and deliver results within our financial means

Source: Mayor's Office of Public Policy and Finance

Mayor's Priorities

Childcare is central to Affordability

Affordability Starts at Birth

- **Starting NOW:** families earning 111-150% AMI[1] ($234k) will qualify for free[2] childcare at *500+ ELFA programs*
- **Fall 2026:** Families earning 151-200% AMI ($312k) will receive a 50% tuition credit[2]
- **Continued Support:** Families earning below 110% AMI (up to $171,450 for a family of four) will continue to be eligible for free childcare at ELFA programs

Our San Francisco Approach

Starts now: We have moved beyond vision setting – over the past four years, we've built the infrastructure that make this expansion possible and have a plan in place to further strengthen the system

Quality driven: San Francisco prioritizes early learning – not just childcare – with quality standards, which resulted in 11% increase in kindergarten readiness since 2021

Educator-focused: First-in-the-nation wage augmentation helps recruit and retain essential talent for learner success, ensuring teachers with a BA earn at least $76,000[3]

Early eligibility: All ages are eligible, and we're increasing capacity for our infant and toddlers

Locally led: City dollars power this expansion. We will look to partner with the State to maintain and expand our efforts

Learn More & Apply

Visit sfdec.org/early-learning-for-all

1. Capped by DEC's published tuition rates |2. Area median income | 3. For full-time educators

DEC Budget Priorities

DEC Expands on Bold Foundation

Continue DEC's historic, first-of-its-kind investment in the ECE Workforce with a salary increase and funded pathways to enhance education, including degrees, permits, and credentials; "time off the floor" pilot for FCC leaders participating in education pathways cohorts

Support ECE affordability with free or full tuition for families up to 150% AMI and 50% tuition credit up to 200% AMI

Build or convert infant & toddler spaces; fund improvements and maintenance of early learning slots, including environmentally sustainable & inclusive spaces

Maintain investment in Family Resource Centers and Early Intervention to continue bolstering the ability to meet the emerging needs of families and communities; expand health-sector partnerships and promote greater integration across systems of care.

…Priority Remains Narrowing Readiness Gap

Infant & Toddler Wellbeing

Every family has access to high-quality, culturally sensitive infant & toddler early care and education ("ECE") with educated teachers/caretakers that is close by and affordable

Workforce Quality & Capacity

Early educators in San Francisco, serving the most vulnerable children, are highly educated and fairly paid, with a workforce that reflects the families they serve

Inclusion

Developmental delays and learning differences are identified early, and families feel supported in accessing identified interventions in a timely way

Connecting fragmented resources & systems so that caregivers feel informed, engaged, and empowered to support their young children through the most formative years

Expand High Quality Care & Support for 0-3yrs

Infant & Toddler Wellbeing

Every family has access to high quality, culturally sensitive infant & toddler early care and education ("ECE") with educated teachers/caretakers, that is close by and affordable

Imagination Library – Expand a new program that delivers a free, high-quality, age-appropriate book each month to San Francisco children ages 0-5. The program is jointly funded by DEC, SFPL, and the State. DEC projects 30,000 children will be receiving free books each month by FY2029-30.

Best Start – Support SF Pregnancy Family Village and collaborative perinatal care models to improve experience and outcomes for Black pregnant residents and families in San Francisco. Fund training and technical assistance for Healthy Steps and Dyadic Care Initiative bringing child development and behavioral health promotion and prevention expertise into SF Health Network Primary Care Clinics.

Specialized Capacity – Convert Pre-K slots to infant & toddler spots, to increase available capacity. Prioritize building of infant & toddler spaces. Train and certificate teachers to specialize in infant & toddler care.

Connecting fragmented resources & systems so that caregivers feel informed, engaged, and empowered to support their young children through the most formative years

DEC Budget Priorities – Workforce Quality & Capacity

Enhance Educator Compensation & Education

Workforce Quality & Capacity

Early educators in San Francisco, serving the most vulnerable children, are highly educated and fairly paid with a workforce that reflects the families they serve

Wage Augmentation – Rebase wage benchmarks for ELFA educators teaching the most vulnerable students to ensure living wage for all providers and fair wages based on education and experience

Education and Certification – Fund early care and education units and bachelor's degrees for teachers to improve quality of teaching and support teachers in earning a higher wage. Increase the workforce specializing in infant care and special education/inclusion by funding special certifications

Time off the Floor – Improve working conditions for teachers participating in education cohorts by providing substitutes for time off the floor for coursework, during working hours versus evening hours

Connecting fragmented resources & systems so that caregivers feel informed, engaged, and empowered to support their young children through the most formative years

Develop Inclusive Systems, Spaces & Practices

Inclusion

Developmental delays and learning differences are identified early and families feel supported in accessing identified interventions in a timely way

Universal Screening – DEC will continue to implement this accessible screening tool at multiple touchpoints throughout our network to ensure that special needs are identified and addressed early.

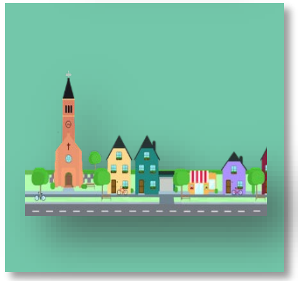
Early Intervention and Connections – Public Health Nurse Consultation, Developmental Playgroups, Care Coordination Services, Early Intervention Family Resource Center, and a Centralized Access Point to connect families with identified child developmental concerns to supports and recommended resources.

Specialized Capacity – Build and enhance childcare spaces to create more natural and inclusive care settings. Train and support a workforce with expertise in inclusion/special needs. Evaluate models and systems of support to expand services to children with identified needs and design a model to provide direct services to children of concern.

Connecting fragmented resources & systems so that caregivers feel informed, engaged, and empowered to support their young children through the most formative years

DEC Budget Priorities - Connect the dots for children and families

Universal and Targeted Early Intervention Supports

	Step 1: Universal Screening/Play	Step 2: Centralized Referral	Step 3: Supports-Moderate Risk	Step 4: Supports-High Risk
	**Pediatric Clinics** • 13 touchpoints across the City for children < age 3	Information hub for child development, developmental delays, and disability Initial and expanded screening with immediate follow-up Referral supports for short and longer-term services		Care Coordination, Dyadic Care in Pediatric Clinics
	**Early Learning Sites** • Daily touchpoints for infants through age 4			Care Coordination, Inclusion Services in ECE
	**Citywide Resources** • Family Resource Centers, Libraries, and Rec Centers (broad reach 0-5)		Developmental Playgroups in Multiple Settings Early Intervention Family Resource Ctr.	City-wide Care Coordination

Prop C Spending Plan

Baby Prop C
Proposal Background

- In 2018, San Francisco voters approved "Baby" Prop C, a commercial rent tax for early care and education (ECE) with the aim of closing the early education gap for San Francisco's youngest children and families (0-5 years).
- 'Baby' Prop C was tied up in litigation until 2021; initial revenues remained steady through the pandemic downturn, during which time the fund balance grew as DEC (which started in October 2022) developed infrastructure and launched landmark programming (including first-of-its kind teacher wage augmentation).
- Due to uncertain stability in the commercial rents sector, DEC has only allocated fund balance for one-time-only (OTO) projects. However, the balance now exceeds $550M as programs took time to ramp up responsibly and interest has accrued. Due to the scale of the balance, use for one-time costs substantively limits spending capacity. Opening use of the balance to fund expanded program operations can draw down the balance within 5-7 years through deficit spending, while investing in long-term ECE system excellence and achieving Prop C's legislated objectives.
- DEC remains committed to maintaining the trajectory of San Francisco's national leadership in early care and education through deliberate and strategic use of all resources, including Prop C balance, to improve student outcomes and set young children up for success in life.
- After thoughtful consideration and analysis, DEC proposes the use of balance to expand ongoing programming, immediately increasing affordability of ECE for families making up to $312k per year, improving workforce support including working conditions, enhancing ECE spaces and developmental support. DEC has developed a flexible plan with programmatic off-ramps to avoid a financial cliff or disrupt service to children, families, and early educators.

Source: San Francisco Business and Tax Regulations Code: Article 21.Section 2112: ARTICLE 21: EARLY CARE AND EDUCATION COMMERCIAL RENTS TAX ORDINANCE
Source: Area Median Income as per San Francisco Mayor's Office of Housing and Community Development 2025 2025_AMI-IncomeLimits-HMFA_08Rw8dU.pdf
Source: Fund Balance exceeds $550M as of FY2025 ending balance – SF Financials Budgetary Basis Fund Balance, Special Revenue Fund 11201

Baby Prop C

DEC's Values in Spending Prop C Balance

- Moderation: Draw down the balance in a measured way, fully aligned with the Baby Prop C legislation, that avoids fiscal cliffs or relies on wishful thinking on future revenue
- Consistency: Invest in solutions that build on the foundational work of the last three years and have proven effective:
  - Expanding child care subsidy eligibility and support while maintaining quality standards
  - Maintaining and strengthening the workforce through competitive wages and professional development
  - Growing capacity where demand is highest (infants and toddlers)
  - Improving services and support for children with developmental concerns.
- Responsibility: Provide viable off-ramps that can moderate future spending without undermining progress and expectations

Prop C Legislation Defines Eligible Spending…

A. Support for quality early care and education for children under the age of six in San Francisco families at 85% or less of State Median Income (SMI);

B. Support for quality early care and education for children under the age of four in San Francisco families earning up to 200% of the Area Median Income (AMI);

C. Investment in comprehensive early care and education services that support the physical, emotional, and cognitive development of children under the age of six; and

D. Increasing compensation (including but not limited to wages, benefits, and training) of care professionals and staff in order to improve the quality and availability of early care and education for children under the age of six.

Source: San Francisco Business and Tax Regulations Code: Article 21.Section 2112

Proposal for use of Fund Balance– Expand Landmark Programs

	FY26-35[1] ($Millions)
Uses-One-time Only Programs/Projects ($347.3M)	
Quality Spaces: Fund improvements, and new construction of early learning family childcare homes and centers	**162.2**
Workforce Development: Fund education enhancement and professional development for teachers, including certifications for inclusion and infant & toddler.	**122.7**
Cross-Sector, Quality and Administration: Build connections between programs to improve access and impact of programs, bring children to nature, DEC startup	**62.4**
***NEW*-Uses-Expand Ongoing Programs ($346.6M)**	**346.6**
Subsidies: Enhance affordability with full tuition for families up to 150% ($234k[2]) AMI and 50% tuition credit for families up to 200% AMI ($312k[2])	
Workforce: Raise teacher wages in DEC's historic and first-of-its-kind investment in ECE Workforce Compensation and launch working conditions	
	693.9[4]

Reserves[3]: Salary Support reserve $60M, Rainy-day reserve $15M

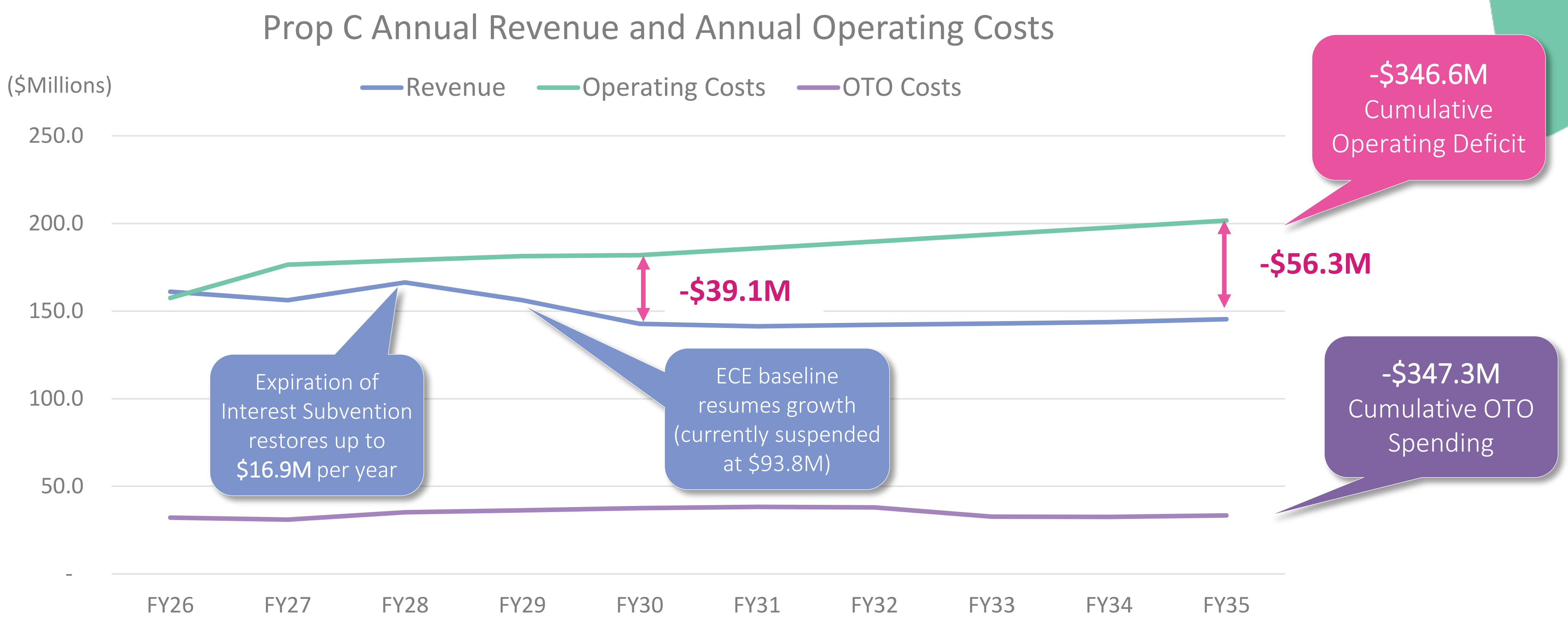
Revenues: Monitor Prop C collections (projected to decline by $30M per year by FY30), changes in other sources of revenue and use of interest to backfill general fund.

1. Cumulative "balance" spending FY26-35, by category (balance defined as expenditure in excess of annual revenues)
2. Source : Area Median Income as per San Francisco Mayor's Office of Housing and Community Development 2025 2025_AMI-IncomeLimits-HMFA_08Rw8dU.pdf
3. DEC will set aside $150M of Prop C Balance for use over 10 years, since facility development cannot be accelerated but will remain necessary to ensure access
4. Total 10-yr balance use exceeds available funds. DEC will need to evaluate options to moderate spending as the economic situation continues to evolve.

DRAFT-For Discussion Only

OTO = One-time-only

Baby Prop C
Using Balance for OpEx Accelerates Spend



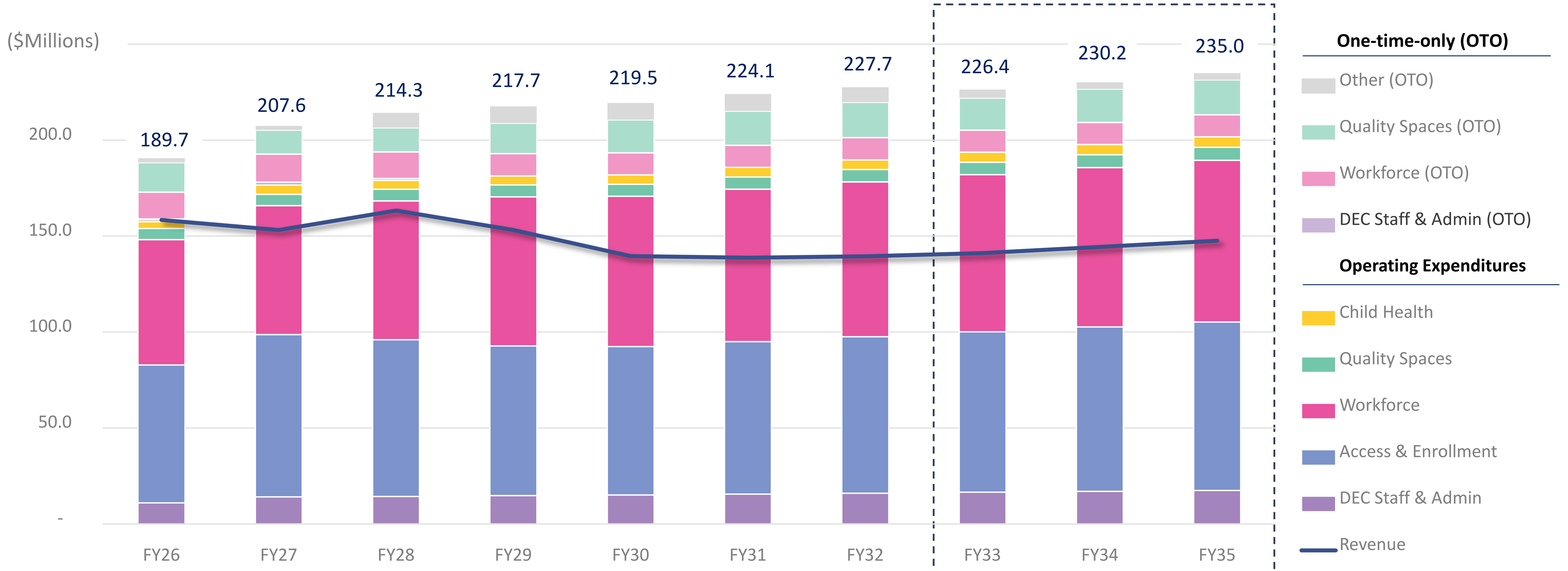
	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
Balance Remaining	543.9	492.6	444.7	383.2	306.5	223.7	138.2	54.7	(31.8)	(121.4)

Fund balance falls below desired reserves[1]

Baby Prop C

Projected Annual Revenue & Expenditure

Prop C 10-year Spending Summary



	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
Balance Spent ($M)	28.6	51.4	47.9	61.5	76.7	82.8	85.6	83.5	86.4	89.6
Balance Remaining	543.9	492.6	444.7	383.2	306.5	223.7	138.2	54.7	(31.8)	(121.4)

Baby Prop C

Options to Slow/Reduce Spending

Fund balance dips below threshold between FY31-33 in all scenarios. Key levers to slow or reduce spending are below:

- **Tuition support:** Reduce amount of tuition support for families making over 110% AMI
- **Capital new development:** Emphasize conversion and enhancement of existing spaces and limit funding for building new child care facilities
- **Workforce development:** Reduce the number of slots available for workforce pathways and other professional development programs
- **New Initiatives:** Delay new/expanded initiatives until deficit spending is resolved

12. ADJOURN