

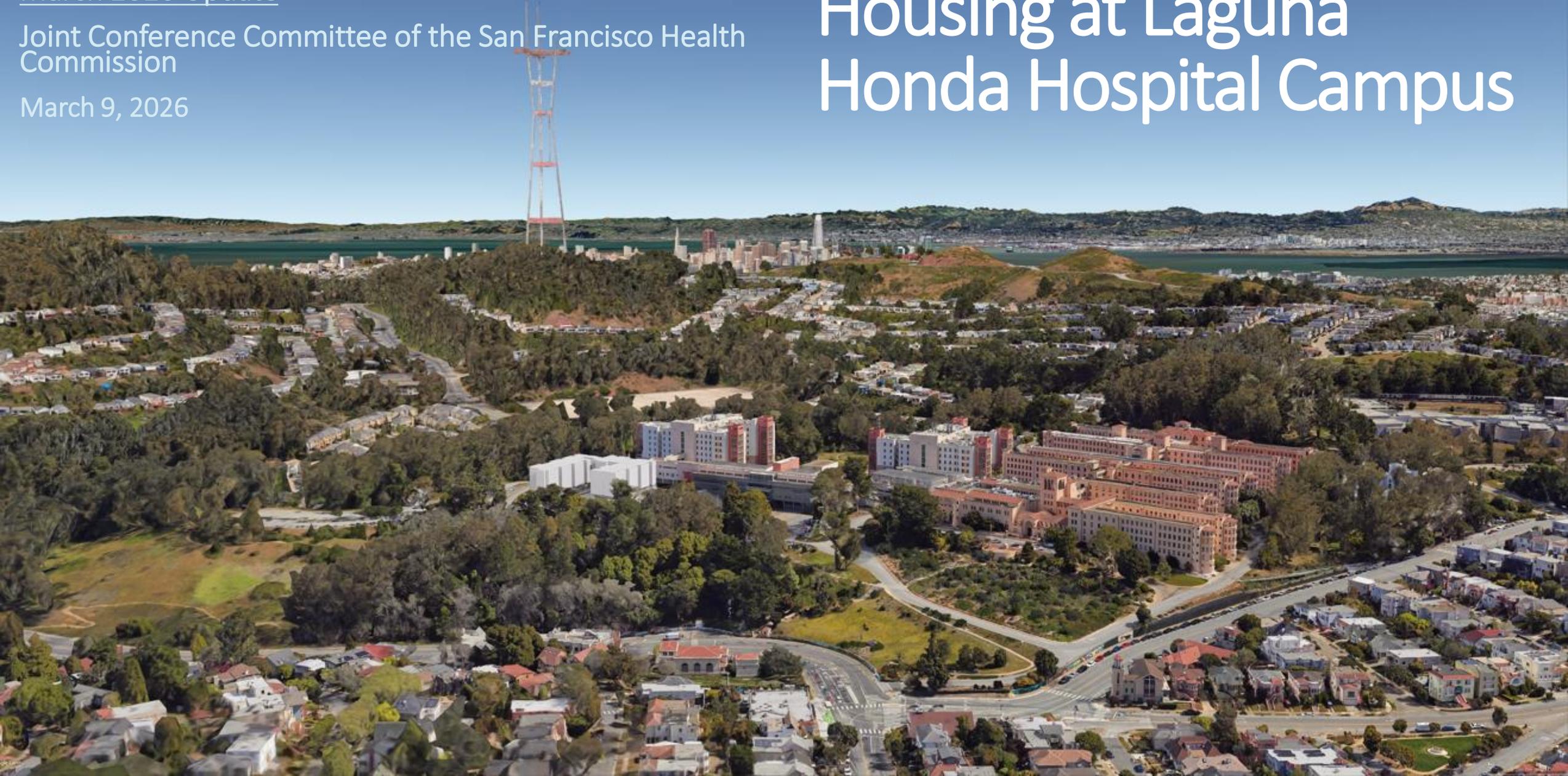
Mayor's Office of Housing and Community Development  
City and County of San Francisco

March 2026 Update

Joint Conference Committee of the San Francisco Health  
Commission

March 9, 2026

# Senior Affordable Housing at Laguna Honda Hospital Campus



# Agenda

## **Proposed Childcare at Senior Housing**

- ECEC Model - Co-Location in Affordable Housing
- Financial and Operational Stability
- Mercy experience with childcare in affordable housing
- Proposed ECEC size compared to senior serving spaces
- Status of Childcare RFP Responses
- Preliminary schedule of upcoming JCC and Health Commission meetings
- Appendix A – MOHCD DEC Childcare Policy

## 17,000 square feet for Senior Programs

- Resident community room with kitchen
- Office space for In Home Health Services staff
- Health Services / Wellness Nurse rooms for on-site clinicians
- Spacious lobby
- Proposed Senior Center with a social day program open to the wider community
- Outside gardens and courtyard

## 9,000 square feet for Childcare

- 45-50 infants and toddlers
- Indoor and outdoor space
- Multiple classrooms

# Building Programming

# Why co-locate?

- Original vision for the Project and included in MOHCD RFP
- Growing LHH workforce and their need for childcare
- Neighborhood need for childcare
- City priority to include childcare in affordable housing
- Benefits for seniors, children, and families

# Need for Childcare

- San Francisco needs **20,900** infant/toddler spots to meet demand
- Prop C funding increases middle income access to childcare
- 94127 (West Portal / St Francis Woods) has **zero** childcare centers for 0-2 years old
- 94127 has **186** childcare spots operating in private homes
- 94127 has **~500** children 0-2 years old

Source: [CPAC 2023 Early Care and Education Needs Assessment](#)

# Importance of Childcare in Affordable Housing

# Financial and Operational Stability

- Childcare facilities have a minimum number of 45-50 child slots for sustainable operations based on revenue generated and staffing models.
- Many childcare providers are supported by stable public funding streams (such as Prop C, state contracts, and subsidy reimbursements), competitive salary scales, and strong enrollment demand, making the model financially viable.
- A slow, strategic staffing rollout—aligned to enrollment growth—helps control costs while maintaining quality and compliance.
- With support from DEC and LIIF, since 2020, San Francisco has co-located 12 childcare centers in affordable housing, creating 600 childcare slots.
- Mercy has developed 10 ECECs in Northern California and Los Angeles, and another 2 ECEC are in development in addition to the proposed ECEC at LHH.
- Staff at Laguna Honda Hospital and new DPH offices will have a preference for childcare slots, creating a staff benefit and ensuring demand

Property	Location	Childcare Operator
Britton Court	San Francisco	1 <sup>st</sup> Place to Start
Grand & Venice	Los Angeles	Dignity Health/Common Spirit
Heritage Homes	San Francisco	Cross Cultural Family Services
John King Senior Community	San Francisco	Cross Cultural Family Services
Natalie Gubb Commons I	San Francisco	South of Market Child Care, Inc.
Nueva Vista	Santa Cruz	Community Bridges
School House Station	Daly City	Peninsula Family Services
Sr. Lillian Murphy Comm'y	San Francisco	Kai Ming
Sycamore Center	Red Bluff	No. CA Child Dvlpt, Inc.
Sycamore St. Commons	Santa Cruz	Community Bridges
<b>CURRENTLY UNDER DEVELOPMENT:</b>		
Lark Landing (TB2E)	San Francisco	Kai Ming
Middlefield Junction	Redwood City	Peninsula Family Services

Mercy experience  
providing childcare in  
affordable housing

Room/Area	Room Size (in Square Feet)
Senior Housing Lobby, includes the 24 hr/ 7 day a week staffed front desk with desk clerks, mail boxes for residents	1,959 + 230 (southern wing elevator lobby) = 2,189
Senior Housing Admin Suite (includes offices for Property Manager, etc	951
Senior Community Room	1,300 (1,577 including kitchen and storage)
In Home Health Services (IHSS)	~400
Health Services/ Wellness Nurse	~300
Senior Center with a Social Day program	2,242
Senior Open space Courtyard	7,275
Bike Parking	~400
<b>On Residential Floors:</b>	
Senior Housing 1-BR units	530
Laundry rooms Two laundry rooms one on the 3 <sup>rd</sup> floor and one on the 6 <sup>th</sup> floor	336 SF each = 672 SF total
Elevator lobby areas	400 SF (each floors elevator lobbies (2 per floor) has a space of 200 SF) adjacent to the elevator = 2,000

Space	Square Footage
Residential	
Residential Community Interior Space	8,089
Senior Center	2,235
Exterior Senior Courtyard Space	7,275
Total senior community & service space	17,599

### Early Childhood Education Center (ECEC) Spaces

Room/Area	Room Size (in Square Feet)
Early Childhood Education Center	
Interior Space	6,000
Outdoor space	3,750
Total	9,750

#### Notes:

1. Square footages are preliminary and may be adjusted during the design development project. Square footage is current as of 3/1/2026.

2. After opening the partitions, the community room plus senior center would total 3,812 .

**DRAFT**

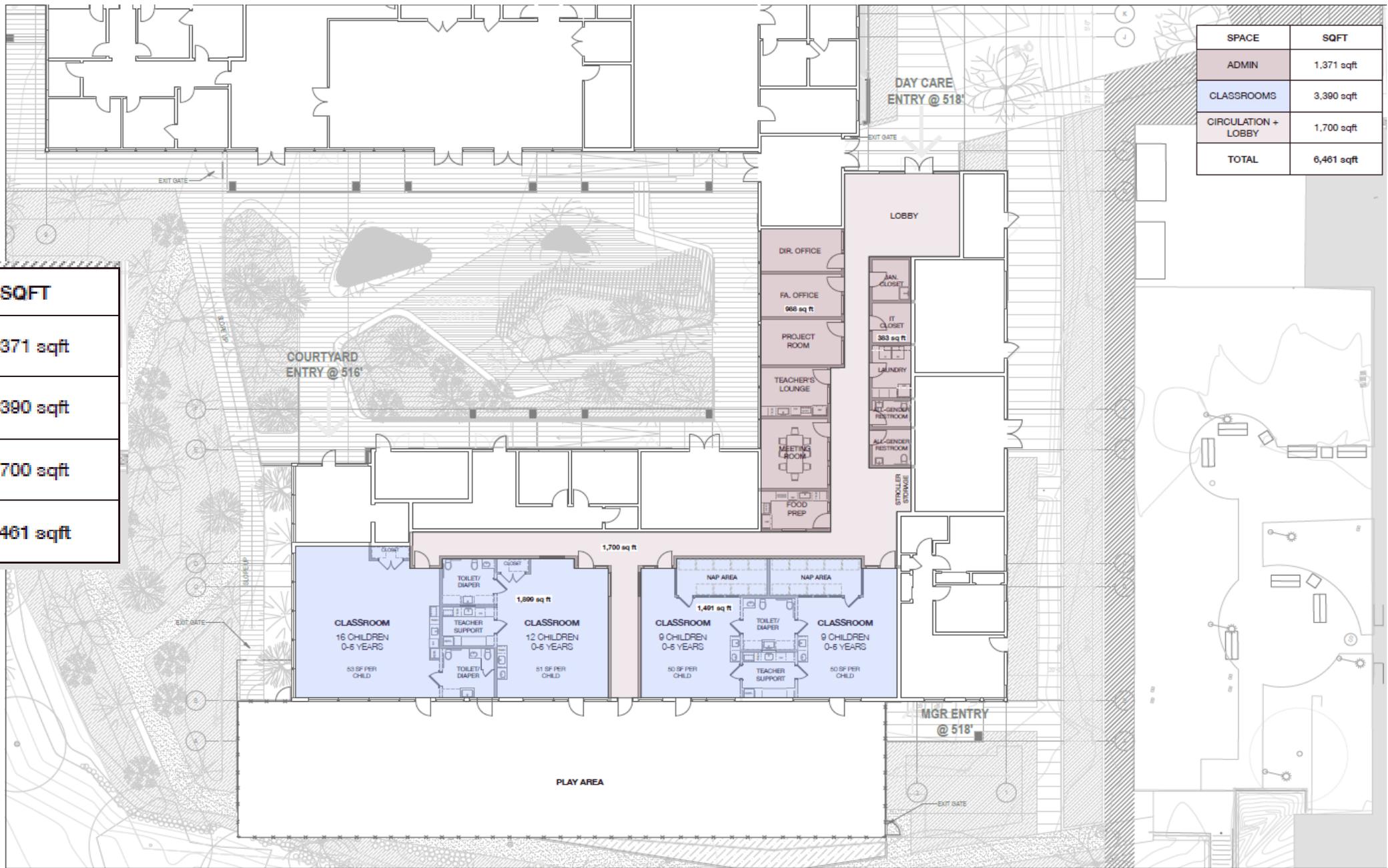
LHSH – response to JCC questions from 2/9/26 meeting

3/3/26



# ECEC Preliminary SF breakout by use

SPACE	SQFT
ADMIN	1,371 sqft
CLASSROOMS	3,390 sqft
CIRCULATION + LOBBY	1,700 sqft
TOTAL	6,461 sqft



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# Status of Childcare RFP Responses

- Six proposals received and under review for development and operation of the childcare.
- The selection panel includes representatives from Mercy, DEC, Low Income Investment Fund (LIIF) and a DPH representative.
- Several selection panel members are experts in childcare provision in affordable housing.
- Decisions are anticipated to be made by June 2026



# Preliminary Schedule for Monthly JCC Updates

## Monthly meeting schedule

### JCC Monthly Meeting (March 9, 2026)

- Overview of proposed childcare
- Responses to Commissioner questions

### JCC Monthly Meeting (April 13, 2026)

- Review updates to Draft MOU based on Commissioner, LHH and DPH feedback
- Pros / Cons of jurisdictional Transfer from DPH to MOHCD
- Request for endorsement of MOU and jurisdictional transfer

## Full Health Commission

### Full Health Commission, Spring 2026 Meeting #1

- Project presentation
- Discuss MOU and Jurisdictional Transfer

### Full Health Commission, Spring 2026 Meeting #2

- Request for approval MOU and Jurisdictional Transfer

## Remainder of 2026

Ongoing updates

Appendix A: SF Childcare Co-Location Policy

## Childcare Co-Location Process

City and County of San Francisco

Mayors Office of Housing and Community Development

Department of Early Childhood

Low Income Investment Fund

September 15, 2025

## Appendix A

### 1. Why Co-Locate?

Child care is widely recognized as an essential public resource that supports child development and parent participation in the workforce, yet child care supply gaps across the country continue to demonstrate a concerning lack of investment in a sector that serves millions of children and families annually. Black, Latino, Indigenous, and low-income families are often the most acutely affected by the high cost and limited supply of available child care options.

Increasing supply of high-quality and affordable early care and education (ECE) programs is essential to support children, families, and local economies. Capacity building in the ECE sector is essential to build robust child care provision.

But the ECE providers who provide this essential public good often find themselves in an impossible situation. Limited resources and structural inequities make it incredibly challenging to build new child care facilities or invest in facility upgrades and modifications to sustain the long-term quality of existing program spaces. For many low-income families, soaring housing prices and child care costs are putting a strain on their budgets, forcing them to make difficult trade-offs, including whether to leave the workforce entirely to care for their children. By supporting co-location of child care facilities, either in a child care center (center) or family child care unit (FCC) with affordable housing developments, cities can help low-income families access early education, provide economic development opportunities, and strengthen communities.

Taken together, stable, affordable housing and child care are necessary for families' economic wellbeing. When parents have child care solutions that meet their needs, they can more easily stay in the workforce and be more productive. Thus, co-locating child care within or near housing developments that are affordable to lower-income families and accessible to centers of employment is a clear win. Further, co-location increases the impact of public investments and lead to economic gains for the nation's most vulnerable families.

The Mayor's Office of Housing and Community Development (MOHCD), Department of Early Childhood (DEC) and Low Income Investment Fund (LIIF) acknowledge that co-locating ECE programming in MOHCD supported projects is beneficial to the community and residents of these affordable housing developments. Roles of each entity can be found below. This document is intended to be used as guidance for the development partner, or Sponsors, ECE providers and development teams.

## 2. Process

As per [MOHCD Commercial Underwriting Guidelines](#) (effective March 3, 2023), MOHCD's intention is to maximize benefits to residents in City-assisted affordable housing, followed by creation of benefit for the surrounding community. For example, where the housing is designed for families, MOHCD seeks to support the developer of childcare facilities.

Properties for development come to MOHCD in two ways 1) land dedications from a market rate developer, or other land provided by public agencies, for which MOHCD will issue a Request for Qualifications (RFQ) for a Project Sponsor to develop the site when funds become available and 2) acquisition requests through Notices of Funding Availability (NOFAs). Each opportunity brings a different set of design implications.

For land dedications, MOHCD will have completed an assessment of the property and will request qualification from Affordable Housing Developers to deliver the site, based on the best use, maximization of units and community needs. MOHCD can include adding a Center or FCC to the RFP early in the process. MOHCD and DEC will coordinate before RFQ issuance to determine feasibility and need for the Center or FCC.

For NOFAs, the Project Sponsor brings MOHCD a parcel of land that is available for purchase and will provide an assessment for the best use, maximization of units and community need. A Center or FCC might not have been considered by the Sponsor initially. However, upon site identification, MOHCD will engage DEC to determine project-based criteria and priorities of DEC funding based on the initial and general analysis of community ECE supply and demand, and data regarding current saturations in a given area plus census data for 0-5 population. Once appropriate projects are prescreened and approved, LIIF will be engaged to implement DEC funded improvements.

## 3. Coordination

When a property has been identified, MOHCD will reach out to DEC to assess the ECE programming for the site. This assessment is based on DEC's priorities, particularly the goal of creating more infant and toddler spaces, as well as the neighborhoods supply and demand of child care, including any other projects in the pipeline for DEC and LIIF funding. It's critical to engage LIIF before concept drawings and well before a child care operator has been brought onboard. At minimum, there will be two meetings during the Conceptual or Schematic design phase of the building. LIIF and DEC will meet with the developer, the base building architect, and MOHCD to identify the total available space (indoor and outdoor) for the center or FCC, which is the key factor in determining how many children an operator could serve.

In this early stage, before the base building designs are finalized, LIIF will bring in a consulting architect who specializes in the design of child care spaces – this partner will help identify whether the allotted co-located ECE space will meet the city's quality standards and requirements

from the Fire Department and Child Care Licensing. Based on experience with other co-location projects, LIIF and its architect partners have developed a checklist of key coordination items to ensure the ECE design is high-quality and aligned with the base building design.

Once this planning and due diligence process has been completed, the developer will move forward with an RFP to identify an operator. Both LIIF and DEC should be represented on the RFP review panel. When the panel selects the child care provider, LIIF will work closely with the provider and the design team to make sure the final design meets DEC’s & LIIF’s vision of a high-quality ECE facility. LIIF will provide financial support to the operator at multiple stages (as outlined above in “Financing”) and will remain an active, engaged partner throughout the project.

#### 4. Design

The tables below represent the minimum standards per code, licensing requirements, or DEC/LIIF Standards and also highlight overall best practices for development of the Center or FCC, as per DEC and LIIF.

#### Facility Requirements for Center-Based Child Care

Facility Requirement	Minimum Standard Licensing/Regulations		Best Practice	Citation
<b>CLASSROOM REQUIREMENTS</b>				
<b>1<sup>st</sup> or 2<sup>nd</sup> floor</b>	1 <sup>st</sup> floor	SF Fire Code	<ul style="list-style-type: none"> <li>▪ Must be on first floor</li> <li>▪ I-4 occupancy with direct access from all classrooms to the outdoor play area to meet Fire Code and allow indoor/outdoor flow</li> <li>▪ Exclusive entry and egress for the child care center</li> <li>▪ Minimum of 6,000 sq .ft. for a Center with 50 kids</li> </ul>	N/A
<b>Classroom indoor sq. ft. per child</b>	50 sq. ft./child	DEC and LIIF Standards	<ul style="list-style-type: none"> <li>▪ 50 sq. ft. of usable space per child</li> <li>▪ Clearly define entrance for family sign-in</li> <li>▪ Moderate visual and auditory stimulation – warm and calming colors</li> </ul>	<i>“We Care”</i> , pg. 133*

**Facility Requirements for Center-Based Child Care**

Facility Requirement	Minimum Standard Licensing/Regulations		Best Practice	Citation
			<ul style="list-style-type: none"> <li>▪ Open classrooms so staff can supervise children by sight and sound at all times – important to coordinate shear walls and columns with the base building</li> <li>▪ Integrate teacher support areas, including nursing area and child bathrooms into each classroom</li> <li>▪ Infant classrooms must have dedicated nap rooms</li> </ul>	
<b>Number of classrooms</b>	<u>Child Classroom</u> Group Sizes Infants 8 Toddlers 12 Preschool 16	DEC Quality Standards	<ul style="list-style-type: none"> <li>▪ Is dependent on number of children served and maximum number of children allowed in each classroom</li> </ul>	
<b>Sinks and toilets per child</b>	1 per 15 children	Title 22 Licensing Regulations Section 101239	<ul style="list-style-type: none"> <li>▪ Additional classroom sinks for children handwashing before meals</li> </ul>	ECERS**
<b>Number of students to be served</b>	Total # of units x Generation Rate x Women’s Labor Rate x 50% Need		<ul style="list-style-type: none"> <li>▪ See <a href="#">formula</a></li> </ul>	“We Care”, pg. 33-35
<b>OUTDOOR SPACE</b>				

**Facility Requirements for Center-Based Child Care**

Facility Requirement	Minimum Standard Licensing/Regulations		Best Practice	Citation
<b>Outdoor sq. ft. per child</b>	75 sq. ft./child	Title 22 Licensing Regulations Section 101238.2	<ul style="list-style-type: none"> <li>▪ 75 sq ft /child</li> <li>▪ Natural outdoor space, with an emphasis on natural materials: Trees, plants, logs, stumps, etc.</li> <li>▪ No plastic equipment, no rubber surfacing or artificial turf</li> <li>▪ trees, gazebo, etc. for shaded areas to accommodate multiple children. No umbrellas or shade sails</li> <li>▪ Arranged so staff can supervise by sight and sound</li> <li>▪ Protected from excessive wind</li> </ul>	“We Care”, pg.146
<b>Age appropriate outdoor space</b>	Divided outdoor areas for age groups - infants, toddlers & preschoolers	Title 22 Licensing Regulations Section 101238.2		
<b>Fencing</b>	4 ft. height	Title 22 Licensing Regulations Section 101238.2	<ul style="list-style-type: none"> <li>▪ 6 ft. height</li> <li>▪ Minimize risk of abduction</li> <li>▪ Space between picket at 3.5 inches</li> <li>▪ Gates should be self-closing and self-latching</li> </ul>	“We Care”, pg.151
<b>Water</b>	Drinking water is available	Title 22 Licensing Regulations Section 101239.2	<ul style="list-style-type: none"> <li>▪ Outdoor spigot or sink to allow for water play and gardening activities</li> </ul>	ECERS**
<b>STAFF AND SUPPORT SPACE</b>				

**Facility Requirements for Center-Based Child Care**

Facility Requirement	Minimum Standard Licensing/Regulations		Best Practice	Citation
Staff/Program Support & Family Space			<ul style="list-style-type: none"> <li>▪ 50 sq. ft. of admin space per child</li> <li>▪ Staff lounge: place for adults to take a break away from children</li> <li>▪ Offices, including one for the center director or site supervisor</li> <li>▪ Support space for food prep and other activities inside each classroom so teachers can maintain child supervision while engaging in key administrative tasks</li> <li>▪ Secure place for staff to store personal belongings</li> <li>▪ Additional storage space for materials, both inside and outside</li> <li>▪ Administrative area for planning and preparing materials</li> </ul>	<p align="center"><i>"We Care"</i>, pg. 135</p>
Adult Bathrooms	1	Title 22 Licensing Regulations Section 101239	<ul style="list-style-type: none"> <li>▪ 2 adult bathrooms meeting ADA requirements</li> </ul>	
Parent Resource Area			<ul style="list-style-type: none"> <li>▪ Clearly defined, welcoming entry lobby with a front desk; With an area to sit and socialize or help child transition.</li> <li>▪ Meeting rooms to have parent conferences and staff meetings, store resource materials, and offer a family library</li> </ul>	N/A
Pull-Out Room			<ul style="list-style-type: none"> <li>▪ Special indoor activity room or project room for children (for arts, music, gross motor, etc.)</li> </ul>	N/A

### Facility Requirements for Center-Based Child Care

Facility Requirement	Minimum Standard Licensing/Regulations		Best Practice	Citation
<b>Food Prep/Kitchen</b>	Conforms to SF Fire Codes	SF Fire Code	<ul style="list-style-type: none"> <li>▪ Commercial grade appliances, including a dishwasher</li> <li>▪ Size of kitchen will depend on the operator's approach to food</li> <li>▪ Food prep areas in each classroom</li> </ul>	N/A
<b>Additional Spaces</b>			<ul style="list-style-type: none"> <li>▪ Laundry (commercial grade)</li> <li>▪ Janitorial space</li> <li>▪ IT/tech space</li> </ul>	
<b>EXTERNAL ENVIRONMENT</b>				
<b>Parking</b>			<ul style="list-style-type: none"> <li>▪ Passenger zone white zone with marked operating hours</li> <li>▪ Additional blue zone for disabled parking</li> </ul>	"We Care", pg. 129
<b>Staff Parking</b>			<ul style="list-style-type: none"> <li>▪ 1 space per 3 staff</li> </ul>	"We Care", pg. 111
<b>Security</b>			<ul style="list-style-type: none"> <li>▪ Buzzer door w/ camera</li> </ul>	"We Care", pg. 111
<b>Public Transportation</b>			<ul style="list-style-type: none"> <li>▪ Near corridor/hub</li> </ul>	"We Care", pg. 111

\*BRIDGE Housing, *We Care: A Guide For Developing Child Care Facilities with Affordable Housing*, BRIDGE Housing Corporation, 2006.

\*\*Thelma Harms, Debby Cryer, and Richard M. Clifford, *Early Childhood Environment Rating Scale-Revised Edition*, Teachers College Press, 1998

**Please note: The licensing requirements are provided at time of publishing and should be updated from time to time. Please check with LIIF regarding licensing requirements.**

**Facility Design Requirements for Family Child Care Units in Affordable Housing**

<b>Location</b>	<ul style="list-style-type: none"> <li>▪ Ground floor with direct access to a courtyard</li> <li>▪ Best Practice: FCC will have street access as well</li> </ul>
<b>License Requirements</b>	<ul style="list-style-type: none"> <li>▪ Large License (kids) for up to 12 kids</li> <li>▪ Small License (Kids) for up to 6 kids</li> </ul>
<b>Unit Size Considerations</b>	<ul style="list-style-type: none"> <li>▪ Larger living space since that will function as the main child care space</li> <li>▪ Large bathroom that fits all of a typical bathroom but is also able to fit a changing table</li> <li>▪ Large enough kitchen to fit small tables for kids to prepare and eat food</li> <li>▪ Defined entrance for shoes and cubbies</li> </ul>
<b>Design Quality Considerations</b>	<ul style="list-style-type: none"> <li>▪ Natural light</li> <li>▪ Low windows at kids’ height</li> <li>▪ Window coverings with no cords</li> <li>▪ Clear site lines; no walls blocking rooms</li> <li>▪ Durable floors; no carpets</li> </ul>
<b>AMI Restrictions</b>	<ul style="list-style-type: none"> <li>▪ Sponsor will maximize AMI for the unit to the highest AMI possible per TCAC, but maintain income averaging for tax credits, to still qualify for state and local funding.</li> </ul>
<b>Lease Up Requirements</b>	<ul style="list-style-type: none"> <li>▪ Best Practice: 4 weeks before the scheduled DAHLIA lottery, send the unit advertisement flyer to LIIF and DEC FCC listservs.</li> <li>▪ Partner with <a href="#">FacesSF</a> to tap into Home Based Care network. In many cases, FacesSF can coordinate and help new providers, who are more likely to meet the AMI restrictions of the FCC unit.</li> </ul>

**5. Construction**

For projects that will have a Center or FCC, the project Sponsor should reach out to LIIF with their architect early in the design process. Specifically, outreach with LIIF should happen before conceptual designs are started. The design of the housing should be in coordination with the Center or FCC. It is expected that all parties will meet at least twice during the Conceptual or Schematic design phase of the main building to make sure the core needs of the child care space are accounted for in both the Cold Shell and Warm Shell design. These “core needs” include items like those listed in the table above, but should also include the placement of required structural columns and shear walls, floor-to-ceiling heights, acoustical design, trash/refuse storage, and any other items that might be difficult to plan for when the main building design is either in

later design phases or already started construction. The main building architect should appraise LIIF and their architect of any design changes that affect the Warm Shell space subsequent to these initial design meetings, and provide the LIIF and/or child care provider-hired architect with a full set of current drawings (including any needed CAD files) when the full design of the child care space takes place.

In the case of a Center, the Tenant Improvement (TI) buildout is often executed by a different contractor than the main building. Even if the Center build-out receives no construction funding from MOHCD beyond the Warm Shell scope, there might be certain rules regarding Prevailing Wage, Workforce (hiring of individual trade workers), and Procurement (hiring of a GC and their subcontractors) that apply to the Center buildout. The Center provider shall coordinate with the project sponsor's Project Manager to understand what these rules might be, and both the Center provider and Sponsor should work with the assigned MOHCD Construction Representative if they have any questions regarding these rules.

## **6. Financing**

### **MOHCD**

It is the Project Sponsor's responsibility to include as much of the construction costs for the Center or FCC in eligible tax credit basis and to provide an updated budget with cost breakdown at MOHCD request. As per [MOHCD Commercial Underwriting Guidelines](#) (effective March 3, 2023), MOHCD will fund the following costs for an Center or FCC:

a. Hard Costs:

- i. Commercial Warm Shell (see definition in Attachment A of the Commercial Underwriting Guidelines)
- ii. 5% hard cost contingency on warm shell costs and cold shell costs
- iii. May include a "Warm Shell Allowance" of up to \$1 million, for warm shell costs (see Attachment A) to be determined. Warm Shell Allowance funds must be spent within 2 years of main building permit TCO, and any unspent funds placed in a controlled bank account. b. c. d. e.

b. Soft Costs:

- i. Architecture, construction management and consulting fees for coordination of Tenant Improvements with shell design and construction
- ii. Pro rata share of Project soft costs that should be split between residential and commercial, as calculated by Project financial consultant
- iii. Market study and broker fees
- iv. Permit fees
- v. No furnishings, fixtures or equipment (FF&E)

c. Commercial Tenant Planning Funds:

Up to \$50,000 (or 50% of Individual Commercial Tenant(s) annual operating revenue from the last completed fiscal year, whichever is less) per Commercial Tenant to Individual Commercial Tenant(s) to support their design and permitting process and fundraising strategy once MOHCD-approved Letter/s of Intent (LOI) has been executed. Professional fees are allowed and may include Construction Manager/Property Manager and Permit Coordinator.

### **DEC and LIIF**

DEC will fund the development of the Center or FCC through LIIF. LIIF should be brought into the process before concept drawings start, as detailed below under Coordination Section above. This early engagement will facilitate a closer connection between the base building design and child care design, leading to fewer issues later in the project. LIIF will provide initial financial support to the project in the form of a consulting child care architect who will coordinate with the housing design team before an operator is identified. The funding opportunities below are specifically for Centers. FCC operators will need to reach out to LIIF upon lease identification to determine funding available.

Once an operator is selected for a child care center, LIIF can provide financial support to the operator in the form of three potential grants, to be awarded sequentially:

- Pre-Development Grant: Up to \$125,000 to fund soft costs during the pre-development phase of the Center project. This funding can support a range of activities leading up to the start of construction, including architectural design, coordination with the base building, legal fees, permits, and sub-consultants.
- Capital New Development Grant: Up to \$3,000,000 for the development of a co-located child care Center. This primarily covers the construction and build-out of the center, including furniture and equipment, but the grant can also cover the architectural design, the landscape design of a natural outdoor area, fees, permits, and sub-consultant costs. DEC and LIIF require grantees to get three bids for the construction of their space.
- Start-Up Grant: Up to \$3,700 per child care space for initial operating costs for new licensed Centers once construction is completed. This grant covers up to three months of operating costs such as staff salaries, building utilities, and rent or mortgage payments. The grant does not cover construction costs, consumables, furniture, or any vehicles or transportation expenses.

Child care providers for both Centers and FCC must apply for each grant individually and are required to provide detailed budgets that show how the funds will be used. It's important to note that these grants are unlikely to cover the full cost of each stage of the project, particularly with rising construction costs in San Francisco. LIIF will work with the operator to identify additional funding sources, whether in the form of loans, or operator contributions.

## Links to Resources

- [Bridge Handbook](#) (2006)
- [LIIF: Housing Development + Child Care Facilities in Sonoma County](#) (2020)
- [LIIF: Policy Strategies for Co-Location](#) (2021)
- [LIIF: Blog Post](#) (2021)
- [LIIF: Including FCCs in Affordable Housing](#) (2022)
- [LIIF: Co-Location in Oregon](#) (2022)
- [LIIF: Co-Location in San Diego County](#) (2023)
- [California Department of Social Services -Community Care Licensing \(CCL\) Division](#)