



**FIRST 5 MARIN**

Learn. Grow. Thrive.

**Agenda for the Regular Meeting of the  
Marin County Children and Families Commission  
November 12, 2025 | 4 to 6 pm | In-Person Meeting  
Location: 3240 Kerner Boulevard, Room 109, San Rafael**

Join Zoom Meeting:

<https://us02web.zoom.us/j/86770540063?pwd=BeHbFb4tgVPJqTsnjd5Nwz0N5esYHC.1>

Meeting ID: 867 7054 0063 | Passcode: 833518

- I. Call To Order and Roll Call (Action)**
- II. Commission Norms and Meeting Protocols (Info/Discussion - Please see the Reference Page)**
- III. Consent Calendar Items (Action)**  
*A single motion is needed to approve all items; any Commissioner can request to remove an item for further discussion and to be placed on the agenda under standard motion process.*
  1. Approve the Minutes of the First 5 Marin meeting held October 8, 2025 and Nominating Committee Meeting of October 22, 2025.
  2. Approve the Monthly Financial Report: July, August and September 30, 2025.
  3. Approve the Commission Meeting Agenda as presented.
- IV. Announcements and/or Reports from Commissioners (Information/Discussion)**
- V. Public Comment** – This is an opportunity for members of the public to provide comments about issues that are not on the agenda; three (3) minutes per speaker maximum. For items appearing on the agenda, members of the public will be invited to offer comments by the Commission Chair following the presentation of each item.
- VI. Executive Director/Staff Report**
  1. Presentation from Olsen Remcho by Ben Gevercer on Ballot Measure **(Information/Action)**
  2. Presentation from Cameron Hunter regarding preliminary Marin Annual Report findings **(Information)**
  3. Request to Approve Contract for Evaluation Services 11/01/2025 through June 30, 2025 **(Action)**
  4. Executive Director Update on Grants and Convenings **(Information)**
- VII. Commission Business**
  1. Introduction of candidates for open Marin Children and Families Commission Seat , Q&A **(information)**
  2. Appoint a new individual to fill the current Commission vacancy, with recommendation to extend term **(Action)**
  3. Recommendation to Marin County BOS to re-appoint Kelly McKinley for Commissioner **(Action)**
  4. Request to approve the submission of the First 5 California Annual Report FY 2024-2025 (web-based submission) **(Action)**
  5. Request to approve 3-year commitment to Help Me Grow **(Action)**
- VIII. Final Comments (Information)**
- IX. Adjournment (Action)**

**Next Meeting - January 14, 2026**

**NO DECEMBER MEETING HAS BEEN SCHEDULED**

Copies Of Documents Used In This Meeting Are Available In Accessible Formats Upon Written Request. The Agenda Is Available Online at <http://www.First5marin.org> In Accordance With The Americans With Disabilities Act, If You Need Special Assistance (I.E. Auxiliary Aids Or Services) In Order To Participate In This Public Meeting, Please Contact First 5 Marin By Calling (415) 257-8555 Or Email [Michelle@First5marin.Org](mailto:Michelle@First5marin.Org) At Least Five (5) Business Days Prior To The Meeting.



**Marin County Children and Families Commission**  
**SCHEDULE OF MEETINGS**  
**FY 2025-2026**

| <u>Meeting Date</u>                  | <u>Meeting Time</u> | <u>Meeting Location</u>                                            |
|--------------------------------------|---------------------|--------------------------------------------------------------------|
| September 10, 2025                   | 4:00-6:00 PM        | Health & Wellness Campus,<br>3240 Kerner Blvd., Rm 109, San Rafael |
| October 8, 2025<br>Statutory Meeting | 4:00-6:00 PM        | Health & Wellness Campus,<br>3240 Kerner Blvd., Rm 107, San Rafael |
| November 12, 2025                    | 4:00-6:00 PM        | Health & Wellness Campus,<br>3240 Kerner Blvd., Rm 109, San Rafael |
| January 14, 2026                     | 4:00-6:00 PM        | Health & Wellness Campus,<br>3240 Kerner Blvd., Rm 109, San Rafael |
| February 11, 2026                    | 4:00-6:00 PM        | Health & Wellness Campus,<br>3240 Kerner Blvd., Rm 109, San Rafael |
| March 11, 2026<br>Statutory Meeting  | 4:00-6:00 PM        | Health & Wellness Campus,<br>3240 Kerner Blvd., Rm 109, San Rafael |
| April 8, 2026                        | 4:00-6:00 PM        | Health & Wellness Campus,<br>3240 Kerner Blvd., Rm 109, San Rafael |
| May 13, 2026                         | 4:00-6:00 PM        | Health & Wellness Campus,<br>3240 Kerner Blvd., Rm 109, San Rafael |
| June 10, 2026                        | 4:00-6:00 PM        | Health & Wellness Campus,<br>3240 Kerner Blvd., Rm 109, San Rafael |

**First 5 Marin Commission Retreat – May 2026 - TBD**

**Agenda and supplemental documents available at [www.first5marin.org](http://www.first5marin.org).**

09/8/2025

First 5 Marin

# Commission Norms and Meeting Protocols



- Meeting norms/agreements – should be included on meeting agendas
- The work of the commission comes first. Ask “What can I do for the commission?”
- Speaking with “I” statements. (internal)
- Owning the impact of our words and actions.
- In these times, First 5 Marin is a critical component to community goals; we should go to the forefront (as a partner, convener, leader, funder, truth-teller and a bridge)
- We should speak as a body/commission, not as individuals. (external)
- Commission culture: we should conduct a self-assessment of our role and commitment
- Commission Charter: consensus-building (information gathering, complete discussion, then a vote) + accountability (use yellow cards to indicate an issue with meeting agreements; use name tent cards when you want to speak.)

As Adopted on May 23, 2025



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## COMMISSION NORMS AND MEETING PROTOCOLS REFERENCE

### MEMO

To: Commission Chair

From: Maria Niggle, Executive Director

Subject: Meeting Facilitation Based on Commission-Approved Meeting Norms

Date: September 1, 2025

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Based on the meeting norms approved by the Commission at our retreat on May 23, 2025, I'm providing the following reminders for meeting facilitation by the commission chair.

- **Call to Order:** When a quorum of the Commission is in attendance, the commission chair may start the meeting by saying, *"As we begin our meeting, I'd like to remind the Commission about the norms we agreed upon to foster productive and courteous meetings. Members who wish to speak during the meeting should turn their nameplate/tent card on end to be called upon. We also agreed that members who feel that topics of discussion or any member comments may be violating the Commission's agreed norms for courtesy should turn their yellow tent card on end."* Members are asked to refrain from speaking until called upon.
- **Commission Comments:** We also agreed that commissioners may speak at the beginning of the meeting (after the minutes have been adopted). The commission chair may introduce this item by saying, *"Now I'd like to invite commissioners who wish to speak about the agenda to turn their tent card on end. Announcements and other comments about non-agenda items should be reserved for the end of the meeting."*
- **Public Comments:** As indicated on the agenda, this portion of the agenda is an opportunity for members of the public to speak about issues that are not on the agenda. (For items on the agenda, members of the public may speak when invited by the commission chair after each item is presented; those comments will be limited to that specific agenda item.)
- **Commissioner Items:** After each agenda item is introduced and presented, commissioners and the public are entitled to speak about the content of the item. The commission chair should ask if there are members of the public who would like to address this agenda item. The commission chair should then invite any commissioners who would like to speak on the item to turn their tent card on end to be recognized.



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## Marin County Children and Families Commission CHARTER FY 24-25

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| <p><b>Team Membership</b></p> <p><i>Who is on this team?</i></p>                                     | <p>The commission will consist of 5–9 members appointed by, and serving at the pleasure of, the Board of Supervisors.</p> <ol style="list-style-type: none"> <li>1. <b>Mandatory Members:</b> <ul style="list-style-type: none"> <li>○ Two members from: <ul style="list-style-type: none"> <li>■ County health officer.</li> <li>■ Managers of county functions related to children's services, public health, behavioral health, social services, or substance abuse prevention and treatment.</li> </ul> </li> <li>○ One member from the Board of Supervisors.</li> </ul> </li> <li>2. <b>Additional Members:</b> <ul style="list-style-type: none"> <li>○ Remaining members may include: <ul style="list-style-type: none"> <li>■ County health officer or managers of county functions (as listed above).</li> <li>■ Individuals from the following categories: <ul style="list-style-type: none"> <li>■ Recipients of services in the county's strategic plan.</li> <li>■ Early childhood education specialists.</li> <li>■ Representatives from child care resource/referral agencies or coordinating groups.</li> <li>■ Representatives of organizations focused on family risk prevention or early intervention.</li> <li>■ Representatives of community-based organizations promoting early childhood development.</li> <li>■ Representatives from local school districts.</li> <li>■ Representatives of medical, pediatric, or obstetric associations.</li> </ul> </li> </ul> </li> </ul> </li> </ol> <p><b>Terms:</b></p> <ul style="list-style-type: none"> <li>● Commissioners serve two-year terms at the discretion of the Board of Supervisors.</li> <li>● Initial terms will be staggered to ensure continuity.</li> </ul> |
| <p><b>Purpose Statement</b></p> <p><i>Why do we exist as a team?</i></p>                             | <p>The State of California has hereby created a program in the state for the purposes of promoting, supporting, and improving the early development of children from the prenatal stage to five years of age.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>Goals</b></p> <p><i>What specific &amp; measurable outcomes will we achieve as a team?</i></p> | <p>The <i>California Children and Families Act of 1998</i> aims to promote optimal early childhood development and ensure school readiness by establishing an integrated, collaborative system of standards, resources, and programs. These efforts focus on community awareness, education, childcare, social services, health care, and research.</p> <p>Key intentions include:</p> <ol style="list-style-type: none"> <li>1. Creating a seamless network of accessible services and information for families.</li> <li>2. Empowering local decision-making and flexibility in service design while reducing administrative duplication.</li> <li>3. Using outcome-based accountability to guide funding decisions.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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|                                                                                     | <p>The act is administered by the California Children and Families Commission at the state level and county commissions locally, emphasizing collaboration and measurable outcomes.</p> <p><b>Roles and Responsibilities:</b></p> <ul style="list-style-type: none"> <li>● <b>State and County Commissions:</b> Oversee program implementation, coordinate resources, and ensure alignment with the act's goals.</li> <li>● <b>Individuals:</b> Support the act's objectives by contributing to program development, community engagement, and accountability for outcomes.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>Working Agreements</b></p> <p><i>How will we work together as a team?</i></p> | <p><i>What are our individual roles &amp; responsibilities?</i></p> <p><b>From Bylaws:</b> A Commissioner's primary responsibility is the legal and financial oversight of the work of the Commission. Commissioners are also responsible for the development of a strategic plan to guide its investments on behalf of children 0-5 and their families.</p> <p><u>Specifically, these Responsibilities include:</u></p> <ul style="list-style-type: none"> <li>● Strategic policy decisions.</li> <li>● Setting the vision and culture of the organization.</li> <li>● Annual review and update of the Strategic Plan, including long-range financial plan.</li> <li>● Providing fiscal accountability.</li> <li>● Accepting legal responsibility, including assuring compliance with all local and state regulations governing the Commission. ▪ Managing and supporting the Executive Director.</li> <li>● Providing accountability to the community through open meetings, annual reports, and inclusion of community members in Commission strategic planning and programmatic development.</li> <li>● Celebrating Commission achievements.</li> <li>● The Roles of Commissioners include serving as:</li> <li>● Representatives of the Commission in the broader community. ▪ Advocates for policies and programs that support children 0-5 and their families.</li> <li>● Representatives from interested constituencies on the Commission. The Expectations Regarding Attendance and Work Effort:</li> <li>● Read all materials and come prepared to meetings of the Commission. ▪ Take some personal responsibility for catching up if she/he has to miss a meeting.</li> <li>● Take responsibility for increasing public support for the Strategic Plan and new initiatives.</li> <li>● Attend every Commission meeting, unless s/he has an emergency or unavoidable conflict but miss no more than four of eleven meetings annually.</li> <li>● Participate as needed on committees and/or working groups. ▪ Participate in periodic evaluations of the Commission, including semi annual "check-ins" to renew commissioners' commitment to uphold these expectations.</li> <li>● Share relevant information with the Executive Director in a timely manner.</li> </ul> |

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|  | How will we communicate?    | <p>Make agreements about:</p> <ul style="list-style-type: none"> <li>• Email usage</li> <li>• Phone and texting preferences</li> <li>• Ways of scheduling meetings</li> <li>• Methods for sharing and access meeting notes and team documents</li> <li>• Sharing information with team members who miss meetings</li> </ul> <p>Review: Brown Act governs most of this. Hub and Spoke metaphor. ED is the hub, commissioners are the spokes. Two spokes adjacent can communicate. Anytime you want a 3rd spoke, you need to go through the hub and then back out.</p> <p>What we can determine beyond Brown Act:<br/>We can be explicit about how we communicate together as Commissioners. Expectations and communication web between staff and Commissioners.</p> <ul style="list-style-type: none"> <li>• Materials <ul style="list-style-type: none"> <li>○ Send out earlier when possible - 1 week with a weekend is ideal</li> <li>○ Consider Brown Act - needs to be posted to public at same time</li> <li>○ Short and concise summaries - memo style - can help commissioners better review, digest and make decisions</li> <li>○ Simplify financial reports - summaries</li> </ul> </li> <li>• Agenda <ul style="list-style-type: none"> <li>○ More clarity on topics to be covered</li> <li>○ More advanced planning on items when possible</li> <li>○ Possible annual calendar with known topics by month</li> <li>○ Pending items can be noted as such and when they will be available so agenda isn't held up</li> </ul> </li> <li>• Possible June follow up retreat</li> <li>• Follow through on bike rack items</li> <li>• Make time/create culture for relationship building between commissioners, 1:1 meetings outside of commission meetings for personal connection</li> <li>• Make Brown Act interpretation for this commission clear - clarify process and expectations</li> <li>• One stop shop for documents like historical documents, packets, info, calendar invites</li> <li>• Retain calendar invites - send in advance for standing meetings, add holds for other events you want to invite commissioners to attend</li> </ul> |
|  | How will we make decisions? | <p>Specify group decision making methods (e.g. We will use "Fist to Five" when seeking to build consensus, the team will give input and the project lead will make final decisions, etc.).</p> <ul style="list-style-type: none"> <li>• On items to be voted on, complete a question / information gathering phase before moving to discussion and providing opinions</li> <li>• Ensure everyone who has a question or comment is complete before calling for a vote</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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|  | <p><i>What are our meeting norms?</i></p>               | <p>Name specific agreements for how you will interact during meetings (e.g. be fully present and limit distractions, ensure all voices are heard, etc.)</p> <ul style="list-style-type: none"> <li>• We put the work of the Commission first</li> <li>• We make the most of our time together</li> <li>• We leverage the diverse expertise in the room</li> <li>• We tell our truths with kindness</li> <li>• We pause to check for understanding and use accessible language</li> <li>• We listen and ask questions</li> <li>• We gently remind each other of Brown Act while finding space to be authentic and generative</li> <li>• We are focused on solutions - not just naming problems</li> <li>• We speak with “I” statements</li> <li>• We own the impact of our words and actions</li> </ul> |
|  | <p><i>How will we hold one another accountable?</i></p> | <p>Name preferred methods for holding one another accountable to these working agreements (e.g. have a process observer during meetings, the facilitator sends reminders about next steps, etc.)</p> <ul style="list-style-type: none"> <li>• Annual commission self assessment/evaluation</li> <li>• Adopt practice of a “yellow card” that any commissioner can raise or put on the table to address if a meeting agreement has been broken (all commissioners as process observers)</li> <li>• Put name card up vertically to speak so anyone who wants to speak is visually represented and can be called upon</li> </ul>                                                                                                                                                                          |

## Acronyms Used by First 5 Marin

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**ACEs** - Adverse Childhood Experiences

**ASE** - Administrative Services Entity

**ASW** - Associate Social Worker

**BADM** – Bay Area Discovery Museum

**BIPOC**: Black, Indigenous, People of Color

**BOS** – Board of Supervisors

**CalAIM**: California Advancing and Innovating Medi-Cal

**CAM** – Community Action Marin

**CA PATH**: California Providing Access and Transforming Health (**CA PATH CITED**: California Providing Access and Transforming Health Capacity and Infrastructure Transition Expansion and Development)

**CBO** - Community-based Organization

**CCS / WPM**: California Children's Services / Whole Child Model

**CFS** - Child Family Services

**CHW** - community health worker

**CITED** – Capacity and Infrastructure Transition, Expansion and Development (Initiative)

**CPSCP** - Comprehensive Perinatal Services Program

**DHCS** - California Department of Health Care Services

**DMC** - Drug Medi-Cal; **DMC-ODS**: Drug Medi-Cal Organized Delivery System

**ECM** - Enhanced Care Management

**ED** - Emergency Department

**ELCAN** – Early Learning Community Action Network

**FQHC** - Federally Qualified Health Center

**HHS** - Marin County Health and Human Services

**IGT** – Inter-Governmental Transfer

**IPP** - Incentive Payment Program

**LAIF** - The Local Agency Investment Fund (maintained by the State Treasurer)

**MAA** - Medi-Cal Administrative Activities

**MC3** – Marin Child Care Council

**MCP** – Managed Care Plans

**MCFL** – Marin County Free Library

**MCOE** – Marin County Office of Education

**MCP** - Managed Care Plan

**MHSA** - Mental Health Services Act

**NLE** - Network Lead Entity

**NMCS** – North Marin Community Services

**NSMHS** - Non-Specialty Mental Health Services

**OBGYN** - Obstetrics and Gynecology

**PATH** – Providing Access and Transforming Health

**PAVE** - Provider Application and Validation for Enrollment

**PDI** – Pediatric Dental Initiative (Surgery Center)

**PIA** – Parents in Action

**POF** - Population of Focus

**PPSC** – Postpartum Support Center

**PSP** – Parent Services Project

**PV** – Parent Voices

**QA** - Quality Assurance

**QI** - Quality Improvement

**REDI** - race equity Diversity and inclusivity.

**SMHS** - Specialty Mental Health Services

**SMI** – Serious Mental Illness

**SSW** - Social Service Worker

**SUD** – Substance Use Disorder

**TA** - Technical Assistance

**TAY** - Transitional Age Youth

**TPA** – Third Party Administrator

**WIC** - Women, Infants and Children Supplemental Nutrition Program



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## **Commission Meeting Minutes October 8, 2025**

### **I. CALL TO ORDER**

**Commission Chair Jessica Hollman** called the meeting to order at 4:49 p.m. at the Health and Wellness Center located at 3240 Kerner Boulevard, Room 110, in San Rafael.

#### **Commissioners in attendance:**

Angie Evans  
Itoco Garcia  
Jessica Hollman – Commission Chair  
Kelly McKinley  
Lisa Raffel  
Sandra Rosenblum

*Dave Bonfilio – Commissioner Emeritus*

#### **Commissioners Excused:**

Karie Beuerman  
Supervisor Eric Lucan

#### **Staff in attendance:**

Maria Niggle – Executive Director  
Beatriz Duran – First 5 Marin (online)  
Michelle Fadelli - Manager of Public Policy and Communications  
Susanne Kreuzer – Manager of Help Me Grow Marin

#### **Guests:**

Dennise Enriquez – Marin Child Care Council  
Kelsey Lombardi – Marin Child Care Commission  
Brian Nash – Richardson and Company  
Juliette Schiller – Marin County Free Library  
Tanya Taylor – Marin County Office of Education  
Michele Tyler – Marin Child Care Commission

### **II. REVIEW OF MINUTES**

**Commissioner Raffel** made a motion to approve the minutes from September 10, 2025; **Commissioner Garcia** seconded the motion.

**Motion/Second: Raffel/Garcia**

**The motion to approve the minutes was unanimously approved.**

### III. EXECUTIVE DIRECTOR REPORT

#### 1. Presentation from the Marin County Free Library (MCFL)

Juliette Schiller, Assistant Director of Libraries, made an informational report to the Commission. First, she reported on the “Summer Backpacks” project in which nearly 1000 backpacks were distributed at 10 library locations across the County (plus 81 learning toys for infants and sets of school supplies for older children and teens). [First 5 Marin made a \$25,000 contribution to this project, which paid for the backpacks plus school and art supplies provided in each one.] The Friends of the Marin County Library provided hardback books in multiple languages; every child received at least one book.

Juliette also reported on the Imagination Library; MCFL is partnering with the Dolly Parton organization to help children create a home library. The library provides one hardback book per month for five years, with multicultural topics. The total cost is about \$116,000 per year, with \$50,00 needed to launch the project (and a two-year commitment). Maria noted that First 5’s are supporting this statewide.

#### 2. First 5 Marin’s Audit Ending June 30, 2025

Brian Nash from Richardson & Company presented First 5 Marin’s Audit of Financial Statement ending June 30, 2025; the Statement has already been presented to First 5’s Finance Committee. He reported on a new accounting standard regarding compensated absences. He noted that our H&S Code requirements are clean.

Mr. Nash referenced that the Management Letter included in the Audit includes several recommendations, including but not limited to:

- Making adjustments to compensated time off.
- Creating a “Personnel Action Form” to document the approval of pay rate changes signed by the Executive Director (to be maintained in an employee file).
- Consider including numerous years of budgets on the website, as well as a separate link to meeting minutes and full Commission meeting packages for transparency purposes.

**Commissioner Garcia** asked about grant funding; Maria Niggle responded that some grant funding that was expected didn’t come in until after the fiscal year ended, rather than in the designated fiscal year. (She added that we are still waiting for some ARPA funds from the County.) **Commissioner Garcia** requested notification of incoming grants and an update on the fund balance.

**Commissioner Garcia** made a motion to accept First 5 Marin’s Audit of Financial Statements ending June 30, 2025; Commissioner **McKinley** seconded the motion.

**Motion/Second: Garcia/McKinley**

**The motion to accept the audit was unanimously approved.**

#### 3. Request to Approve Contract for Professional Services with Impact Launch for 1) Quarterly Grantee Meetings, and 2) Strategic Plan Refresh

**Executive Director Maria Niggle** presented the request and referenced the contract description in the commission packet.

**Commissioner Raffel** made a motion to approve the contract; **Commissioner Garcia** seconded the motion.

**Motion/Second: Raffel/Garcia**

**The motion to approve the contract was unanimously approved.**

#### 4. Strategic Priorities and Impact Manager Position Summary

**Executive Director Maria Niggle** presented the job description and referenced the document in the commission packet. (This agenda item was for information only.)

### IV. COMMISSION BUSINESS

#### 1. Review Commission Applications

Commissioners reviewed four applications to fill the vacated position; applications were received from: Alexandra Danino; Crystal Duran; Susan Gilmore; and Jahmeer Reynolds. (These applicants will be invited to attend and participate in the next commission meeting on November 12<sup>th</sup>.)

#### 2. Appointment of First 5 Marin Officers – Chair and Vice Chair

Jessica Hollman announced that she would like to remain as chair. Angie Evans announced that she is willing to serve as the vice chair.

**Commissioner Raffel** made a motion to re-appoint Jessica Hollman as the commission chair and to appoint Angie Evans as the vice chair; **Commissioner Garcia** seconded the motion.

**Motion/Second: Raffel/Garcia**

**The motion to approve the commissioner officers was unanimously approved.**

#### 3. Committee Appointments: Nominating Committee (Standing); Finance (Ad Hoc); Strategic Plan (Ad-Hoc)

There following commissioners responded to a call for volunteers for the following committee positions:

- Nominating Committee: Eric Lucan and Lisa Raffel
- Finance Committee

#### 4. Approve Calendar of Meetings for FY 2025-26

The calendar was presented through June of 2026.

**Commissioner Evans** made a motion to approve the calendar of meetings; and **Commissioner Raffel** seconded the motion.

**Motion/Second: Evans/Raffel**

**The motion to approve the calendar was unanimously approved.**

#### 5. Consideration of a Potential Ballot Measure to Support Child Care in Marin County

Executive Director Maria Niggle reported that a coalition of community leaders has expressed interest in placing a measure on the November 2026 ballot in response to the child care crisis in Marin. **Commissioner McKinley** said it seems like we are rather late to the game;

**Commissioner Garcia** referred to the ballot measures approved in Alameda County that were recently upheld by the courts. He said timing is everything and this seems right.

**Commissioner McKinley** stated that we should be clear that this effort has nothing to do with commission solvency; Dave Bonfilio agreed that is an important point.

**Commissioner Garcia** asked about campaign meetings and talking points and forums etc.

Maria Niggle responded that the first step is with the legal team (which the organizing group has identified); she can then return with more information at the November commission meeting.

**Commissioner Raffel** asked for a chart indicating what various people can and can't do for a

ballot measure: staff, commissioners, the Board, county staff, non-profits etc. **Commissioner Garcia** asked if the next briefing would include estimated costs; Maria said yes.

Maria indicated that organizers have been looking at a variety of methods for raising revenue to support child care, and she noted that First 5's were involved in the other counties that have been active (and successful) with related measures. Maria added that there are incredible partnerships at work.

**Commissioner McKinley** made a motion to request that First 5 Marin work with our community partners and help explore opportunities for child care funding through a ballot measure. Commissioner **Garcia** seconded the motion.

**Motion/Second: McKinley/Garcia**

**The motion to approve the exploration of child care funding through a ballot measure was unanimously approved.**

## **V. FINAL COMMENTS**

**Commissioner Raffel** made a motion to add public comments to the end of the agenda. (There were no comments earlier in the meeting.)

**Motion/Second: Raffel/Evans**

**The motion to add Public Comments was unanimously approved.**

- **Dennise Enriquez** announced that Marin Child Care Council hosted 25 people at a Parents Café.
- **Commissioner Hollman** reported on didactic care at Marin Community Clinics, and the use of "BrightLife Kids"— a behavioral health coaching tool for parents, to support the mental health of families with children 0 to 12.
- **Commissioner Rosenblum** reported that, with the federal government shutdown, the WIC program (providing free nutritional supplements, breastfeeding support, and nutrition education for Women, Infants and Children) has no funding. However, they are operating on reserves with ongoing services.
- **Commissioner Garcia** asked if the commission could reconsider the time of commission meetings at the March 2026 meeting.

## **IX. ADJOURNMENT**

**Commissioner Garcia** made a motion to adjourn the meeting; it was seconded by **Commissioner Raffel**

**Motion/Second: Garcia/Raffel. The motion to adjourn was unanimously approved.**

**The meeting was adjourned at 5:40 p.m.**



### Executive Director Highlights:

#### Summary Forum Federal Funding Cuts and the impact on Service in Marin County:

HR 1 would enact the largest federal healthcare and safety net cuts in U.S. history, reducing healthcare funding by over \$1 trillion and eliminating coverage for an estimated 10 million people. In California, 3.4 million could lose Medi-Cal and \$30 billion in annual federal funds, while SNAP (CalFresh) benefits would be cut by 20%, impacting over 3 million families. These cuts disproportionately affect low-income women, children, and immigrants—populations already facing housing, food, and childcare insecurity in Marin. Local leaders across sectors are responding by coordinating outreach, streamlining services, and exploring creative local solutions—from simplifying enrollment and leveraging community partnerships to building contingency plans and advocating for policy change. The shared goal is to protect access to healthcare, food, and basic needs despite federal disinvestment.

#### Key Data: Women in Marin County (CA Budget & Policy Center)

- **41%** of women in Marin earn **low wages** — the **5th highest rate** among all California counties.
- Women spend **33% of their income on rent** and **45% on child care** (for a single mother with two children).
- **33%** of women with low-to-moderate incomes **cannot afford enough food**.

Thank you to Commissioner Kari Beurman for participating as a panelist. Also Congratulations to Michelle Fadelli for her hard work on this important forum.

#### First 5 Marin is proud to be sponsoring and invites commissioners to the screening of:

Join us for a special screening of the award-winning film [MAKE A CIRCLE](#), made by local filmmakers Jen Bradwell and Todd Boekelheide. “A love letter to early educators, and a rallying cry for a child care system in crisis,” this is a perfect opportunity to come together as a community to celebrate our early educators and talk about making Marin the best place for families, for local businesses and our future. See the invite in your packet

#### MAKE A CIRCLE | A Screening with the Filmmakers and Special Guests

Friday, November 14th @ 7 PM

Smith Rafael Film Center

1118 Fourth Street, San Rafael, 94901

Tickets: [bit.ly/macrafael](https://bit.ly/macrafael)

**Policy and Communication Manager Michelle Fadelli**

Our longtime Communications and Policy Manager, Michelle Fadelli, will be attending her final First 5 Marin Commission meeting on November 12th.

Michelle has been the heart and soul of First 5 Marin for 20 years. As the founder of the Marin Communications Forum, she has been a tireless advocate for children and families—bringing people together through high-quality content, shared meals, and genuine community connection.

Her effective and responsive communication skills have made her a trusted community partner, and her ability to bring the right people together in the right room has been truly inspirational.

Her visionary work helped launch the Preschool Bus, expanding access to early learning for children in remote areas of Marin. She has supported vital initiatives in health care, dental access, and the beloved Backpack Giveaway, all while ensuring our Commissioners are always well-informed (and well-fed!) and managing multiple communications platforms to keep the community engaged.

It's hard to imagine our work without her. Michelle, your dedication, creativity, and compassion have made a lasting difference in the lives of Marin's families.

Congratulations on your well-deserved retirement—your legacy of care, connection, and community will continue to guide us. We will be forever grateful.

#### **Update on Hiring of Strategic Initiatives and Impact Manager:**

**As of November 6, 2025**, we have received **181 applications** for the position. Of these, **93 have been declined**, **14 have been shortlisted**, and the remaining applications are still under review.

#### **VI. 3. Evaluation**

Included in your packet is the request to continue our Evaluation work with Marin Promise Partnership. Evaluation of our work with funded partners is a state requirement. Cameron Hunter from MPP has built a trusted relationship with First 5 Marin funded partners and will support them as they collect and refine their performance metrics.

#### **V.4. Overview First Quarter Financials & Audit Follow-up :**

##### **Based on the financial statements for July through September 2025 1st Quarter,**

- First 5 Marin's total fund balance decreased from \$3.43 million to \$2.89 million, a decline of \$488,397 for the quarter.
- The organization generated \$72,472 in other revenues and \$16,397 in investment income, totaling \$88,870, while expenses reached \$577,267—primarily driven by \$214,193 in personnel costs and \$282,863 in project expenses.
- The organization is tracking at 18.5% of its annual budget for both revenues and expenses through the first quarter of fiscal year 2025/26.

#### **Professional Services Audit Update:**

At the request of Commissioners, we are clarifying Professional Services expenses in the FY24/25 Audit. Page 31 shows an \$84,678 overage due to a technical error in the way our accounting firm reported only 2 of 8 line items. These expenses, allocated across key programs and grants, include Auditor, Consulting, Accounting, Graphics/Design, IT, Legal, Payroll, and Evaluation services. Also some grant funds were received after FY24/25 and were not reflected in that year's audit totals. Please see memo for further

details.

#### **VII.4 Request to approve the submission of the First 5 California Annual Report FY 2024-2025 (web-based submission)**

What is included in the commission packet is First 5 California's web-based annual report submission. The web-based portal does not ask for a report on systems change efforts; those efforts will be highlighted in the annual report narrative.

**VII. 5 The Help Me Grow Marin (HMGM) Request for a 3 year Commitment:** The Help Me Grow Marin Leadership Team is requesting that the First 5 Marin Children and Families Commission **continue its support for the next three to five years**. Since 2020, HMGM has partnered with numerous organizations to promote optimal development for children and families in Marin County. Ongoing investment from First 5 Marin has enabled HMGM to **expand early identification and intervention services, innovate through local and statewide opportunities, and serve as a model for the state**. The partnership with HMGM has also strengthened First 5 Marin's ability to expand early childhood mental health supports and **contract with partners and coordinate systems-level efforts to support families**. Continued support will sustain this vital system and advance collective impact across the county. This partnership will be contingent on Help Me grow layering funding through increased CalAim billing and other local funding streams. Proposition 10 dollars can support but will not be the sole funding source.



# FIRST 5 MARIN

Learn. Grow. Thrive.

## MEMO

**To:** Marin Children and Families Commission

**From:** Maria Patricia Niggle

**Date:** 11.06.2025

**Subject:** Professional Expenses Audit FY 24/25

### Overview:

Follow up from a request from Commissioners to explain professional expenses exceeding the budget in FY24/25 Audit. Page 31 of the Audit shows Professional Services expenses exceeding the budget by **\$84,678**. The F5 Marin budget includes **8 professional services line items**, but only **2 line items were reported and used to file professional services** by our accounting agency. This was a technical error on behalf of the accounting agency. Please see table below for further explanation. We also had grant funds that were not paid out in FY24/25 but came in after.

### Professional Services Line Items:

Auditor expenses, General consulting, Accounting services, Graphics/Design, IT consultant, Legal services, Payroll, Evaluation services

### Expense Allocations:

Administrative services, Help Me Grow, Forums, Project Management – Systems Strengthening, ARPA Grant (County of Marin), Home Visiting Grant (F5 Sonoma)

### Action:

Staff will coordinate with FASS to ensure **all line items are reported** in future audits.

|                                    | Budgeted Amounts |                | Actual          | Balance        |
|------------------------------------|------------------|----------------|-----------------|----------------|
| Professional Services:             | <u>Original</u>  | <u>Final</u>   | <u>Expenses</u> | <u>Pos/Neg</u> |
| Accounting Expenses                | 28,000           | 28,000         | 29,223          | (1,223)        |
| Auditor Expenses                   | 26,500           | 26,500         | 26,500          | 0              |
| Evaluation Expenses                | 60,000           | 60,000         | 41,000          | 19,000         |
| General Consulting                 | 223,311          | 223,311        | 178,649         | 44,662         |
| Graphics/Website                   | 41,000           | 41,000         | 22,144          | 18,856         |
| IT Consultant                      | 7,500            | 7,500          | 4,517           | 2,983          |
| Legal Expenses                     | 10,000           | 10,000         | 5,771           | 4,229          |
| Payroll                            | 3,000            | 3,000          | 3,035           | (35.26)        |
| <b>Total Professional Services</b> | <b>399,311</b>   | <b>399,311</b> | <b>310,839</b>  | <b>88,472</b>  |

**First 5 Marin**  
**Professional Services**  
**07/01/24-06/30/25**

| Program Name                       | Program | Account Code | Description         | Acct. Category | Approved Budget   | Expenses          | Balance Budget - Expenses |
|------------------------------------|---------|--------------|---------------------|----------------|-------------------|-------------------|---------------------------|
| F5 Admin                           | 3000    | 81000        | Auditor             | Expense        | 26,500.00         | 26,500.00         | -                         |
| F5 Admin                           | 3000    | 81100        | General Consulting  | Expense        | 51,000.00         | 19,976.95         | 31,023.05                 |
| F5 Admin                           | 3000    | 81200        | Accounting Services | Expense        | 28,000.00         | 29,223.00         | (1,223.00)                |
| F5 Admin                           | 3000    | 81300        | Graphics/Design     | Expense        | 14,000.00         | 4,238.00          | 9,762.00                  |
| F5 Admin                           | 3000    | 81400        | IT Consultant       | Expense        | 5,000.00          | 1,579.00          | 3,421.00                  |
| F5 Admin                           | 3000    | 81500        | Legal               | Expense        | 10,000.00         | 5,770.50          | 4,229.50                  |
| F5 Admin                           | 3000    | 81600        | Evaluation          | Expense        | 60,000.00         | 41,000.00         | 19,000.00                 |
| F5 Admin                           | 3000    | 81700        | Payroll             | Expense        | 3,000.00          | 3,035.26          | (35.26)                   |
|                                    |         |              |                     |                |                   | -                 | -                         |
| Forums                             | 3200    | 81100        | General Consulting  | Expense        |                   | 13,385.68         | (13,385.68)               |
| Forums                             | 3200    | 81300        | Graphics/Design     | Expense        | -                 | 15,315.00         | (15,315.00)               |
| Forums                             | 3200    | 81400        | IT Consultant       | Expense        | -                 | 750.00            | (750.00)                  |
|                                    |         |              |                     |                |                   | -                 | -                         |
| Systems Strengthening              | 3204    | 81100        | Projects Consulting | Expense        | -                 | 19,916.50         | (19,916.50)               |
|                                    |         |              |                     |                |                   | -                 | -                         |
| Help Me Grow                       | 3205    | 81100        | General Consulting  | Expense        | 15,161.00         | 2,221.18          | 12,939.82                 |
| Marin Co. ARPA Grant               | 3205    | 35000        | General Consulting  | Expense        | -                 | 61,623.00         | (61,623.00) *             |
| Home Visiting Grant                | 3205    | 35002        | General Consulting  | Expense        | -                 | 61,526.36         | (61,526.36) *             |
| Help Me Grow                       | 3205    | 81300        | Graphics/Design     | Expense        | 4,000.00          | 1,420.57          | 2,579.43                  |
| Help Me Grow                       | 3205    | 81450        | Website             | Expense        | 8,000.00          | 1,170.00          | 6,830.00                  |
| Help Me Grow                       | 3205    | 81400        | IT Consultant       | Expense        | 1,500.00          | 2,188.00          | (688.00)                  |
| <b>TOTAL PROFESSIONAL SERVICES</b> |         |              |                     |                | <b>226,161.00</b> | <b>310,839.00</b> | <b>(84,678.00)</b>        |

\* Expenses not included in Budget - highlighted in grey

\* Grants managed by Help Me Grow - not included in Budget

## Summary of Grant Revenue Received after the Close of the Fiscal Year 2024-2025

Source/Grant: **Prop 10 Tobacco Tax**  
Agency: First 5 California  
Total Payments Received in Fiscal Year: \$1,025,799.60  
**Payments received after close of fiscal year: \$146,590.04**

Source/Grant: **Path Cited IGT**  
Agency: DHCS, State of California  
Total Payments Received in Fiscal Year: \$0.00  
**Payments received after close of fiscal year: 73,745.03**

Source/Grant: **ARPA Grant**  
Agency: County of Marin  
Total Payments Received in Fiscal Year: \$193,937.91  
**Payments received after close of fiscal year: 83,804.68**

Source/Grant: **Home Visiting Grant**  
Agency: First 5 Sonoma  
Total Payments Received in Fiscal Year: \$56,436.54  
**Payments received after close of fiscal year: 22,923.12**

Source/Grant: **Prevention and Early Intervention, Behavioral Health**  
Agency: County of Marin  
Total Payments Received in Fiscal Year: \$20,000.00  
**Payments received after close of fiscal year: 0.00**

|                                                |                       |
|------------------------------------------------|-----------------------|
| <b>TOTAL PAYMENTS RECEIVED IN FISCAL YEAR:</b> | <b>\$1,296,174.05</b> |
|------------------------------------------------|-----------------------|

|                                                |                     |
|------------------------------------------------|---------------------|
| <b>TOTAL PAYMENTS REC'D AFTER FISCAL YEAR:</b> | <b>\$327,062.87</b> |
|------------------------------------------------|---------------------|

## MARIN COUNTY CHILDREN AND FAMILIES COMMISSION

STATEMENT OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCE - GENERAL FUND

For the Year Ended June 30, 2025

|                                            | Budgeted Amounts    |                     | Actual              | Variance with                          |
|--------------------------------------------|---------------------|---------------------|---------------------|----------------------------------------|
|                                            | Original            | Final               | Amounts             | Final Budget<br>Positive<br>(Negative) |
| <b>REVENUES</b>                            |                     |                     |                     |                                        |
| Tobacco tax, Proposition 10                | \$ 1,332,104        | \$ 1,332,104        | \$ 803,800          | \$ (528,304)                           |
| Tobacco tax, Proposition 56                | 350,587             | 350,587             | 348,652             | (1,935)                                |
| Government grant revenue:                  |                     |                     |                     |                                        |
| Federal grant revenue - ARPA               |                     |                     | 193,938             | 193,938                                |
| State and local grant revenue              | 896,336             | 896,336             | 129,452             | (766,884)                              |
| Foundation grant revenue                   |                     |                     | 112,750             | 112,750                                |
| California Electronic Cigarette Excise Tax | 16,000              | 16,000              | 19,935              | 3,935                                  |
| Investment income                          | 2,500               | 2,500               | 131,728             | 129,228                                |
| Sponsorship revenue                        |                     |                     | 7,000               | 7,000                                  |
| Fees for services - CalAIM                 |                     |                     | 22,600              | 22,600                                 |
| <b>TOTAL REVENUES</b>                      | <u>2,597,527</u>    | <u>2,597,527</u>    | <u>1,769,855</u>    | <u>(827,672)</u>                       |
| <b>EXPENDITURES</b>                        |                     |                     |                     |                                        |
| Current:                                   |                     |                     |                     |                                        |
| Early childhood development:               |                     |                     |                     |                                        |
| Contracts and initiatives                  | 2,196,187           | 2,196,187           | 1,397,322           | 798,865                                |
| Salaries and employee benefits             | 781,892             | 781,892             | 776,672             | 5,220                                  |
| Professional services                      | 226,161             | 226,161             | 310,839             | (84,678)                               |
| Supplies                                   | 11,000              | 11,000              | 14,063              | (3,063)                                |
| Software                                   | 27,000              | 27,000              | 20,944              | 6,056                                  |
| Equipment purchase                         | 8,000               | 8,000               |                     | 8,000                                  |
| Equipment rental and maintenance           | 5,700               | 5,700               | 6,078               | (378)                                  |
| Building maintenance                       | 6,812               | 6,812               | 6,812               |                                        |
| Insurance                                  | 7,500               | 7,500               | 5,442               | 2,058                                  |
| Travel and conferences                     | 23,500              | 23,500              | 12,403              | 11,097                                 |
| Telephone and internet                     | 15,000              | 15,000              | 10,281              | 4,719                                  |
| Printing and postage                       | 6,800               | 6,800               | 32                  | 6,768                                  |
| Dues and subscriptions                     | 8,040               | 8,040               | 6,036               | 2,004                                  |
| Meetings                                   | 6,000               | 6,000               | 14,719              | (8,719)                                |
| Investment fees                            |                     |                     | 694                 | (694)                                  |
| Contingency fund                           | 50,000              | 50,000              |                     | 50,000                                 |
| Debt service - lease:                      |                     |                     |                     |                                        |
| Principal                                  | 58,832              | 58,832              | 56,734              | 2,098                                  |
| Interest                                   | 6,356               | 6,356               | 6,356               |                                        |
| <b>TOTAL EXPENDITURES</b>                  | <u>3,444,780</u>    | <u>3,444,780</u>    | <u>2,645,427</u>    | <u>799,353</u>                         |
| <b>NET CHANGE IN FUND BALANCE</b>          | <u>(847,253)</u>    | <u>(847,253)</u>    | <u>(875,572)</u>    | <u>(28,319)</u>                        |
| Fund balance, beginning of year            | <u>4,018,271</u>    | <u>4,018,271</u>    | <u>4,018,271</u>    |                                        |
| <b>FUND BALANCE, END OF YEAR</b>           | <u>\$ 3,171,018</u> | <u>\$ 3,171,018</u> | <u>\$ 3,142,699</u> | <u>\$ (28,319)</u>                     |



## AMENDMENT NO. 1 TO PROFESSIONAL SERVICES AGREEMENT

This first amendment to the Professional Services Agreement between the **MARIN COUNTY CHILDREN AND FAMILIES COMMISSION** ("Agency") and Regional Government Services Authority, hereinafter called "RGS" is made and entered into this 10<sup>th</sup> day of October 2025.

### RECITALS

The Agency and RGS entered into an Agreement for services dated January 15, 2024. This Amendment is entered into with reference to the following facts and circumstances:

- A. **Section 2, Term of Agreement and Termination**, in subsection 2.1, is amended to extend the anticipated completion of service to June 30, 2026.
- B. **Section 3, Compensation**, is amended to increase the Not To Exceed (NTE) amount by \$10,000, to a revised total of \$20,000.
- C. All other terms and conditions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto have caused this Amendment to be executed on the date first above written by their respective officers duly authorized in that behalf.

Dated: 11/3/2025

Dated: 10/9/2025

Agency

RGS

Signed by:

Maria Niggle, FSM Executive Director

Maria Niggle, Executive Director

Signed by:

Sophia Selivanoff

Sophia Selivanoff, Executive Director

*RGS provides quality, innovative, cost-effective services exclusively to public agencies.*

Main 650.587.7300 Fax 650.587.7311 P.O. Box 1350 Carmel Valley, CA 93924

[www.rgs.ca.gov](http://www.rgs.ca.gov)

# SCOPE OF WORK



This agreement contains contract specifics and terms for Marin Promise Partnership's (Consultant) services with First 5 Marin ("Client") and its 2025-26 Grantees ("Grantees").

**Project Start Date:** Nov 1, 2025

**Project End Date:** April 30, 2026

## Desired Outcomes:

### By the end of the project, First 5 will have:

- Updated data from its funded partners, demonstrating how they continue to make an impact on 0-5 year olds & their families through an RBA lens
- A strong sense of which population-level indicators it should adopt to demonstrate impact toward First 5 Marin's strategic priorities
- A firm understanding of the future investments required to build and sustain a data dashboard that publicly tracks key impact metrics in the ECE sector
- Impactful quarterly check-ins with funded partners, that offer ongoing support to funded partners and enables First 5 to monitor progress toward its long-term goals

### Consultant Deliverables:

- Recommendations for 4-8 population-level indicators that First 5 should consider adopting as key impact metrics, along with rationale & partnership opportunities to regularly produce / manage those indicators
- Recommendations for a data dashboard design & software that First 5 could consider implementing to publicly track key impact indicators. Recommendations will seek high alignment with data from other key collaborations with First 5, including:
  - Funded partners
  - MPP ELCANs
  - Marin County Public Health department
  - Maternal Behavioral Health grant
- Creation of a new data template that funded partners can use to share updated data & monitor continuous improvement in their service delivery
- Planning support for quarterly convening with Grantees, including:
  - Agenda development in partnership with First 5
  - Development of pre- and post- meeting materials, in partnership with First 5

**Project Cost:** \$20,000; half billed at the beginning of the project, half billed on Jan 1, 2026

## Signatures



**Cameron Hunter**  
Chief Operating Officer  
Marin Promise Partnership

Date: October 16, 2025

---

*Signature*

**Maria Niggle**  
Executive Director, First 5 Marin

Date: \_\_\_\_\_



COMMUNITY  
ACTION MARIN



## A SCREENING OF THE AWARD-WINNING FILM



### JOIN THE FILMMAKERS FOR THIS SPECIAL EVENING OF COMMUNITY AND CONVERSATION

FRI, NOV. 14TH @ 7 PM PT | SMITH RAFAEL FILM CENTER  
1118 FOURTH STREET, SAN RAFAEL, CA. 94901

TICKETS @ [bit.ly/macrafael](https://bit.ly/macrafael)

DISCOUNTED TICKETS FOR EDUCATORS WITH CODE **CIRCLE25**

#### POST-SCREENING PANELISTS



**JEN BRADWELL**  
Co-Director,  
MAKE A CIRCLE



**TODD BOEKELHEIDE**  
Co-Director,  
MAKE A CIRCLE



**CHANDRA ALEXANDRE**  
CEO, Community  
Action Marin

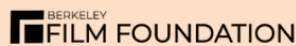


**AMARANTHA SILVA**  
Community Organizer,  
Parent Voices Marin



**LA TANYA WIGGINS**  
Family Child Care  
Provider & Advocate

PRESENTED BY



**F5M Commission Meeting**  
**October 8, 2025**

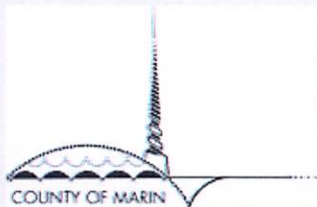
**Applications Received for At-Large Vacancy**  
**Deadline: Sep 16, 2025**

Alexandra Danino

Crystal Duran

Susan Gilmore

Jahmeer Reynolds



Thursday, August 28, 2025

## Application For Appointment To Boards And Commissions

This is a Public Document Subject to Disclosure Under Public Records Act (Government Code §6250 et seq.)

**Board Name:**

First 5 Marin Children and Families Commission

**Please specify Seat Designation, if applicable**

Commissioner

**As representative of Supervisorial District #:**

2

**and/or At Large**

Yes

### Personal Information

**I am at least 18 years of age:**

Yes

**Name**

Alexandra Danino

**Home Address:**

[REDACTED]

**Home City:**

Larkspur

**Home State:**

CA

**Home Zip Code:**

[REDACTED]

**Email Address:**

[REDACTED]

**Cell Phone Number:**

[REDACTED]

**Work Phone Number:**

[REDACTED]

**Home Phone Number:**

[REDACTED]

### Employment Information

**Please select one:**

Employed

**Present Occupation:**

Sr. Program Manager

**Employer Name:**

[REDACTED]

**Employer Phone Number**



**Which of the following groups do you see yourself representing on the Children and Families Commission (First Five Marin)?**

Representative of community based organization that has a goal of promoting nurturing, and early childhood development

**Please provide relevant business, professional, or volunteer affiliations**

Co Chair of the Marin Food Policy Council, Co Chair of the CalFresh Task Force, Steering committee member of the Immigrant Rights and Justice Working Group, REAP Economic Opportunity Subcommittee

**What other specialized knowledge or personal characteristics do you possess which you believe will enhance the Commissions knowledge of local community?**

I bring advocacy, cultural humility, and collaborative leadership, with resilience and integrity to build trust, amplify voices, and foster inclusive, systemic change beyond local community knowledge.

**What is your vision for children 0-5 in Marin?**

My vision is for all children and families in Marin to have equitable access to support, resources, and opportunities to thrive, ensuring healthy development and community resilience.

**What has been your personal experience if any with First Five Marin?**

My First 5 Marin experience includes launching Promotores work 2+ decades ago, government relationship building, systems change. As a school advocate, capacity building and countywide school support.

**Do you live in Marin?**

Yes

**If Yes, for how long?**

approximately 27 years

**Do you work in Marin?**

Yes

**If Yes, for how long?**

16 + years

**Have you attended any Commission meetings?**

Yes

**Are you able to attend evening meetings?**

Yes

**Can you commit up to hours per month towards Commission responsibilities?**

Yes

**In addition, Board Membership must reflect the County's ethnic diversity.**

**Summary of Qualifications for Position:**

Dedicated and experienced transformative leader committed to advancing the well-being of children and families in Marin County. Extensive knowledge of local communities, coupled with a deep understanding of the systems affecting early childhood, health, social services, and education through work on food access, clinics and schools. Proven record in fostering equity, inclusion, and systemic change through collaborative efforts with public agencies, community-based organizations, and families. Skilled in advocacy, and strategic planning to influence positive outcomes and sustainable improvements.

Demonstrated ability to champion community voice, especially among those most impacted by disparities, ensuring their perspectives inform decision-making and resource allocation. Experienced in governance and leadership roles, with a strong commitment to social justice and racial equity. Adept at working across sectors to build partnerships, leverage resources, and implement innovative solutions aligned with First 5 Marin's Strategic Plan. Passionate about creating equitable systems that reduce disparities and support the healthy development of all children. Committed to serving with integrity, transparency, and a collaborative spirit to improve outcomes for Marin's children and families.

**Reasons for Applying:**

I am inspired to serve as a commissioner because I am deeply committed to improving outcomes for children and families in Marin County. My extensive experience in the nonprofit sector—working on food access, collaborating with schools and clinics, and supporting community-based initiatives—has given me a strong understanding of the systems impacting early childhood health, social services, and education. I believe that through strategic leadership and collaborative efforts, we can create equitable systems that reduce disparities and foster positive growth for all children.

I am passionate about advancing racial equity and ensuring that community voices, especially those most impacted by inequities, are central to decision-making. I see this role as an opportunity to leverage my experience, leadership skills, and dedication to social justice to champion systemic change, influence policies, and build sustainable partnerships that benefit young children and their families.

Serving as a commissioner aligns with my values of service, transparency, and community empowerment. I am eager to contribute to First 5 Marin's mission, working collaboratively to create a more equitable and supportive environment for Marin's children to thrive now and in the future.

**Please describe how you would help support excellence in public service and help the County effectively respond to the needs of the diverse residents we serve:**

I am committed to promoting excellence in public service by fostering collaboration, transparency, and community engagement. My experience working across sectors—food access, schools, clinics, and nonprofits—has equipped me to understand the complex needs of Marin's diverse residents. To this, I selected to represent as a community based organization above because it was the only choice closest to what identifies me. However, I would like to be considered to represent as a resident with lived and professional experience in Marin. I will advocate for culturally responsive policies and practices that honor the voices of marginalized communities, ensuring their needs are prioritized and reflected in decision-making. By leveraging my leadership and strategic planning skills, I aim to strengthen partnerships across public agencies and community organizations, creating innovative solutions that address disparities and promote equity. I believe that effective public service requires listening, adaptability, and a genuine commitment to serving all residents with integrity and respect. I will work to ensure that the county's responses are inclusive, data-driven, and rooted in community input, fostering trust and delivering sustainable results for Marin's diverse population.

**Please describe your experience in engaging with members of all races, people from a wide variety of ethnic and socioeconomic backgrounds, and people with disabilities:**

I have extensive experience engaging with individuals from all races, ethnicities, socioeconomic backgrounds, and people with disabilities. Through my work in food access, schools, clinics, and community-based organizations, I have built trusting relationships with diverse populations, ensuring their voices are heard and valued. I prioritize culturally responsive communication and actively seek input from marginalized communities to inform decision-making and program development. My approach emphasizes empathy, respect, and inclusivity, fostering an environment where all individuals feel welcome and empowered to participate. I am committed to understanding the unique challenges faced by different communities and working collaboratively to develop solutions that promote equity and inclusion. My experience has strengthened my ability to connect with diverse stakeholders, build bridges across communities, and advocate effectively for policies and practices that serve everyone with dignity and respect.

**Please list any organizations of which you are an officer or an employee which is funded by or provides services to county government:**

I have worked at the San Francisco Marin Food Bank for 12 years, collaborating with county government,

community partners and participants to ensure access to the CalFresh program. This role has given me experience engaging with diverse communities, understanding root causes of marginalization, and advocating for systems change to reduce disparities. It has strengthened my insight into social determinants affecting underserved populations and my ability to promote equitable policies and initiatives.

## Attachments

### Attach File 1:



Copy of Resume 8\_22\_AD\_477.pdf

### How did you hear about this opening?

Other

### If Other, please specify:

First Five Marin email updates

NOTE: This application will remain valid for a period of one year. If you wish information on requirements for positions, or on the status of your application, please contact the Clerk of the Board of Supervisors.

To submit this application to the Board of Supervisors, click the "Submit" button.

## **ALEXANDRA DANINO**

Larkspur, CA. 94939 - (415) 717-7220

contactadanino@gmail.com

Passionate and dedicated nonprofit professional with extensive experience in community advocacy, coalition-building, and social equity initiatives. Skilled in fostering collaboration among diverse stakeholders—including community members, grassroots organizations, government agencies, schools, and faith-based groups—to strengthen community resilience and address urgent social challenges. Bilingual in English and Spanish, with a deep understanding of the unique needs of underserved communities. Proven ability to develop and implement strategic initiatives, manage partnerships, and drive impactful programs that promote inclusive growth and systemic change. Committed to empowering marginalized populations, cultivating trust-based relationships, and advancing social justice through culturally competent, community-centered approaches with and by community. 6+ years of people centered management/supervisory experience to meet individual and department goals through strategy, co-creation and collaboration. Includes interpreting internal and external rules and regulations. Gathering data and formulating strategic plan recommendations.

### **EXPERIENCE**

#### **AUGUST 2013– PRESENT**

##### **SR. PROGRAM MANAGER, SF MARIN FOOD BANK**

Created and led strategic goals to increase countywide outreach and in-reach opportunities to increase the utilization of the CalFresh program. Ongoing: track key policy changes, presentations to community partners, and conversations with participants. Upkeep monthly and quarterly data on outcomes per outreach efforts to our funders such as Kaiser, Walmart, AARP, CAFB, First Five and HEAL. Partnership Success: 2013 to May 2023 5,172 total applications at an 80% approval rating = Est. SNAP Benefits \$22M+, local economic impact \$35M+, SNAP meals attributed to collective impact efforts and outreach \$6M+. FY 2022/2023 Role changed to solely focus on relationship building with SF and Marin Partnerships. Consistent evaluation of community relations and support efforts, identifying challenges and opportunities, creating improvements through ongoing, constructive surveys and partnership check-ins. Working with an outreach pilot with promotores/peer advocates to understand the challenges at the community level on access.

#### **SEPTEMBER 2012-AUGUST 2013**

**OUTREACH SPECIALIST, PARENT SERVICES PROJECT** Policy work with Promotores, and community leaders on social determinants of health; public safety, healthy living conditions with the Healthy Homes Initiative in the Canal. Partnered with the City of San Rafael Police Department and Code Enforcement, Legal Aid, Marin HHS Dept. of Public Health, and Marin Organizing Committee. Coordinated and facilitated Aprendiendo Juntos with kinder rich activities for children 0-5 with no access to preschool. Assisted with outcomes data for funders' reports.

#### **OCTOBER 2009-JULY 2012**

**PERINATAL CASE MANAGER, MARIN COMMUNITY CLINICS** Case Management of 8 high-risk pregnancies per day within the immigrant community due to trauma from violence. Adhered to state medical standards and confidentiality. Maintained client case notes. Liaison with certified nurse midwives and practitioners to ensure healthy pregnancy outcomes. Supported emotional health with access to community resources such as housing, legal support, and public benefits, etc. Managed clinical postpartum support.

### **ACCOUNTING EXPERIENCE**

Accounts Payable/Receivables: 12/01-6/04 City of Sausalito-Sausalito, CA.

Domestic/International Collections and Receivables: 7/00-12/01 Birkenstock- Novato, CA.

Office Management and Accounting: 2/92-4/99 Star Nine Technologies- Berkeley, CA.

### **EDUCATION:**

- MA Transformative Leadership. California Institute for Integral Studies, San Francisco, CA.
  - PhD Philosophy and Transformative Studies. In Progress. California Institute for Integral Studies, San Francisco, CA.
- Expected Graduation Date, May 2027.

### **CONFERENCES**

- International Leaders Association 2023 Vancouver Canada, Case Study winner.
- Transformative Learning Conference 2024 Sienna, Italy: Getting in trouble as transformative learners' experiential presentation.
- Transdisciplinary Research and Leadership Conference 2024 Boulder, CO. Conference Planning.

**References Available Upon Request**

## **LANGUAGE FLUENCY: ENGLISH, SPANISH**

### **COMMUNITY TRAINING**

Corstone Facilitation, Liv Luv and Learn, Equal Voice Academy, Abriendo Puertas, Promotor Training by Vision y Compromiso, Promotores-Health Initiative of the Americas.

### **SKILLS**

- Represented the organization on external committees, panels, and community forums, advocating for social justice and community-driven solutions.
- Utilized data collection and analysis in partnership with evaluation teams to assess community needs, track program outcomes, and refine strategic approaches.
- Organized and facilitated community meetings, workshops, and public events to raise awareness, promote civic engagement, and mobilize collective action on key social issues.
- Led the development and implementation of place-based community strategies and initiatives to foster social equity and systemic change within designated areas.
- Cultivated and maintained strong relationships with community members, local leaders, nonprofits, and government agencies to understand needs, mobilize resources, and advance community priorities.
- Provided training, resources, and mentorship to community members, enhancing their skills in civic participation, advocacy, and grassroots organizing.
- Collaborated with communication teams to develop outreach materials—including newsletters, social media content, and press releases—that increased community engagement and visibility.
- Maintained high ethical standards, professionalism, and adaptability while working in dynamic, community-focused environments.
- Proven ability to work collaboratively within teams and foster a positive, inclusive work environment.

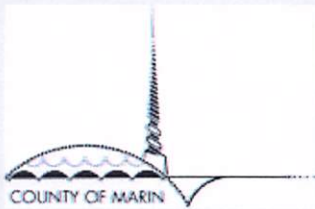
### **CERTIFICATES OF ACKNOWLEDGEMENT**

- 2017 CERTIFICATE OF SPECIAL CONGRESSIONAL RECOGNITION  
HONORING LATINO LEADERS, JARED HUFFMAN
- 2017 CERTIFICATE OF ACHIEVEMENT,  
10TH ASSEMBLY DISTRICT DEMOCRATS
- 2017 CERTIFICATE OF RECOGNITION, MARC LEVINE
- 2010 EQUAL VOICE LEADERSHIP ACADEMY GRADUATE

### **COMMUNITY EQUITY PROJECTS**

- Current (beginning 2017) Immigrants' Rights and Justice Steering committee member
- Current (beginning 2023) SFMFB RALLY Project, Centered on Community Voice- Building Network eligibility capacity
- 2023 Member of the Race Equity, Implementation Team, Marin County Office of Equity  
Member: Education, Food Security, Housing, Immigration, Transportation
- 2023 Member of Canal Community Resilience Council, Food Access
- 2022 (beginning 2013) Founded and led a network of 15 + members from nonprofit, educational and government entities.
- 2021 SFMFB Executive Director Onboard Task Force
- 2021 Collaborator in Equity Community Centered Design, Framework, SF Marin Food Bank
- 2019 DEI member, SFMFB
- 2019 (beginning 2017) Co-Chair, Marin Food Policy Council-Resolutions: Food Day, CalFresh Awareness Month
- 2019 (beginning 2017) Co-Chair of the CalFresh Taskforce
- 2018 Marin HHS Equity Plan
- 2016, 2017 Equity Summit Planning Committee
- 2014-2015 Public Assistance Community Advisory Board member
- 2012 (beginning 2009) Countywide Promotores Coordinator: W. Marin, Canal, Novato, Marin City, Viviendo Verde
- 2011 Promotora in Breast Health/Diabetes Prevention MCC/HHS
- 2009-2010 Canal Youth and Family Council member
- 2008-2010 Promotora in Nutrition Education and Community Gardens
- 2007-2009 Compañeras Program Coordinator and Compañera to 75 births, 2008 Mariposa support group

**References Available Upon Request**



Tuesday, September 16, 2025

## Application For Appointment To Boards And Commissions

This is a Public Document Subject to Disclosure Under Public Records Act (Government Code §6250 et seq.)

**Board Name:**

First 5 Marin Children and Families Commission

**As representative of Supervisorial District #:**

3

**and/or At Large**

Yes

### Personal Information

**I am at least 18 years of age:**

Yes

**Name**

Crystal Duran

**Home Address:**

[REDACTED]

**Home City:**

Tiburon

**Home State:**

CA

**Home Zip Code:**

[REDACTED]

**Email Address:**

[REDACTED]

**Cell Phone Number:**

[REDACTED]

### Employment Information

**Please select one:**

Employed

**Present Occupation:**

Director

**Employer Name:**

[REDACTED]

**Employer Phone Number**

[REDACTED]

**Which of the following groups do you see yourself representing on the Children and Families Commission (First Five Marin)?**

Representative of community based organization that has a goal of promoting nurturing, and early childhood development

Recipient of project services

**Please provide relevant business, professional, or volunteer affiliations**

Previous employment with First 5 LA for four years, and grant recipient of First 5 Imperial funding for five years. RFP reviewer for First 5 Marin in 2024.

**What other specialized knowledge or personal characteristics do you possess which you believe will enhance the Commissions knowledge of local community?**

Through my child's autism journey, I've gained deep knowledge of early intervention, local providers, and barriers that families in Marin face in accessing equitable care. Bilingual in English/Spanish

**What is your vision for children 0-5 in Marin?**

Young children in Marin thrive with early, equitable access to resources; families receive culturally appropriate supports; every child's unique path to success is valued.

**What has been your personal experience if any with First Five Marin?**

In 2024, I reviewed 44 proposals for First 5 Marin's first RFP, met with peers to reach consensus, and shared insights at the April Commission meeting. I have also utilized the Help Me Grow referral.

**Do you live in Marin?**

Yes

**If Yes, for how long?**

3.75 years

**Do you work in Marin?**

Yes

**If Yes, for how long?**

3.75 years

**Have you attended any Commission meetings?**

Yes

**Are you able to attend evening meetings?**

Yes

**Can you commit up to hours per month towards Commission responsibilities?**

Yes

**In addition, Board Membership must reflect the County's ethnic diversity.**

**Summary of Qualifications for Position:**

I bring over a decade of professional expertise in early literacy, public administration, and governance, along with a personal commitment as a parent of two children under five, one with autism.

At First 5 LA (2012–2016), I served as a Research Analyst managing the implementation and development of operational policies for the SF and LA County ECE Workforce Registry, a statewide database tracking the education and training of early care and education providers. I conducted quality assurance reviews of evaluation plans, researched national best practices, developed interview protocols, and authored a comprehensive report with recommendations for registry development. This role gave me a strong foundation in early childhood workforce systems, evaluation, and policy development.

As County Librarian in Imperial County (2016-2022), I was a recipient of First 5 Imperial funding, leading transformative early literacy programs. Key initiatives included earning Family Place Library designation,

creating a provider outreach program to enhance preschool curriculum, and developing a countywide early literacy program with age-appropriate activities for infants, toddlers, and preschoolers. I launched a parent-to-parent cafe, a toy lending library, and trained staff to administer Ages and Stages developmental screenings. I developed the countywide Libraries on the Spectrum program to support children with autism and their families with sensory-friendly programs, specialized equipment lending, and family networking opportunities. These programs collectively advanced equity, access, and developmental support for children and families across the county.

As Director of the Belvedere Tiburon Library, I oversee a \$3.6 million budget and 19 FTE staff, reporting directly to a seven-member board. I guided an \$18 million renovation and reopening, expanded hours and programs, and launched a strategic plan prioritizing inclusion, sustainability, and lifelong learning. I've advanced community resilience by securing grants, leading sustainability planning, and forging partnerships with schools, nonprofits, and local agencies.

I serve on multiple boards, including the California Library Association, MARINet, CENIC, and Califa. While in Imperial County, I was appointed to the Early Care and Education Planning Council. I am versed in Brown Act protocols and have extensive experience in policy development, fiscal oversight, and strategic planning at local and statewide levels.

### **Reasons for Applying:**

My reasons for applying to serve as a First 5 Marin Commissioner are both deeply personal and rooted in my professional commitment to equity and public service. As a Latina, I understand the cultural and linguistic barriers many Latina/o/x families face when navigating healthcare, education, and early childhood systems. Too often, families encounter providers who do not reflect their cultural background or understand their lived experiences, creating barriers to access at the very moments when support is most critical. My own family has faced these challenges directly, and I know how important it is to have advocates who can bridge these gaps and ensure services are equitable, culturally responsive, and accessible. As a mother of two children under five, including one with autism, I have had to advocate persistently with healthcare and education providers to secure necessary interventions and supports. That journey has given me firsthand insight into the complexity of early childhood systems in Marin and the determination to improve them so all families, especially those without the same resources or system knowledge, can access the care and opportunities their children need to thrive. Professionally, my work in public libraries has always been driven by equity and inclusion. While I serve a predominantly affluent community, I have worked with libraries across the county to leverage resources for equity-based initiatives. Within my own service area, I have broadened the definition of community to ensure service industry workers also feel welcomed and included. Serving as a First 5 Marin Commissioner would allow me to combine my personal experience, cultural perspective, and professional expertise to improve the quality of life for Marin's youngest children and their families.

### **Please describe how you would help support excellence in public service and help the County effectively respond to the needs of the diverse residents we serve:**

I would encourage First 5 Marin to leverage resources for meaningful impact by engaging diverse stakeholders, ensuring that decision-making reflects the needs and strengths of the whole community. I would also bring the perspective of implementing a triple-bottom-line framework, which evaluates decisions through three lenses: social responsibility, environmental sustainability, and fiscal accountability. This approach is especially relevant to First 5 Marin. It ensures programs and policies are designed with equity and community engagement at their core (social), build long-term community resiliency and healthy environments for children (environmental), and protect the careful stewardship of public funds for maximum impact (fiscal). The framework helps balance immediate needs with sustainable, long-term benefits, so every investment strengthens the future of Marin's youngest children.

Finally, as a parent who has navigated complex systems for my neurodivergent child, I bring empathy and determination to help reduce barriers so that all families in Marin can thrive.

### **Please describe your experience in engaging with members of all races, people from a wide variety of ethnic and socioeconomic backgrounds, and people with disabilities:**

My professional career has been dedicated to serving diverse, underserved communities. As County Librarian in Imperial County, I led a rural, five-branch system serving predominantly low-income, bilingual

families in one of California's most economically challenged regions. Many residents faced barriers, including poverty, limited access to healthcare, and geographic isolation. To respond, I secured funding to launch a countywide early literacy program, providing developmentally appropriate programming for infants through preschoolers, bilingual parent workshops, and a toy lending library.

Recognizing the unique needs of children with disabilities, I also created Libraries on the Spectrum, a countywide initiative to support neurodivergent children and their families. This program introduced sensory-friendly storytimes, lending collections of adaptive tools such as weighted vests and noise-reducing headphones, and trained staff to administer developmental screenings. These services were offered at every public library in the county, ensuring equitable access regardless of location or income. As a parent of a young child with autism, I'm now closely connected with multiple Marin families who have children with special needs. On a monthly basis, I participate in a specially-designed play date for neurodiverse and differently-abled children and their families and use the time to connect with other families navigating similar health systems in Marin.

**Please list any organizations of which you are an officer or an employee which is funded by or provides services to county government:**

I'm a Board member of MARINet, the regional consortium of all Marin-based public libraries and two academic institutions. The consortium utilizes member fees for shared collections and resources. Consortium staff are County employees.

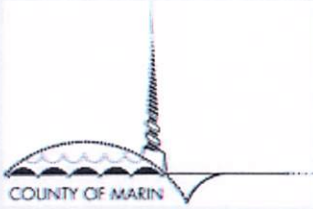
## **Attachments**

**How did you hear about this opening?**

Internet.

NOTE: This application will remain valid for a period of one year. If you wish information on requirements for positions, or on the status of your application, please contact the Clerk of the Board of Supervisors.

To submit this application to the Board of Supervisors, click the "Submit" button.



Tuesday, September 9, 2025

## Application For Appointment To Boards And Commissions

This is a Public Document Subject to Disclosure Under Public Records Act (Government Code §6250 et seq.)

**Board Name:**

First 5 Marin Children and Families Commission

**As representative of Supervisorial District #:**

5

**and/or At Large**

Yes

### Personal Information

**I am at least 18 years of age:**

Yes

**Name**

susan Gilmore

**Home Address:**

[REDACTED]

**Home City:**

Petaluma

**Home State:**

CA

**Home Zip Code:**

[REDACTED]

**Email Address:**

sgilmore@nbcc.net

**Cell Phone Number:**

[REDACTED]

**Work Phone Number:**

[REDACTED]

**Home Phone Number:**

[REDACTED]

### Employment Information

**Please select one:**

Employed

**Present Occupation:**

President & CEO

**Employer Name:**

[REDACTED]

**Employer Phone Number**

[REDACTED]

**Which of the following groups do you see yourself representing on the Children and Families Commission (First Five Marin)?**

Early childhood educator

**Please provide relevant business, professional, or volunteer affiliations**

Sonoma County's Cradle to Career Operations team member  
North Bay Leadership Council member  
Advisory Committee member for Heritage Bank  
Chair of Marin Child Development Contractors Collaborative

**What other specialized knowledge or personal characteristics do you possess which you believe will enhance the Commissions knowledge of local community?**

I'm a respected community leader with expertise in ECE, nonprofit management, and public advocacy. I'm a champion for system-wide solutions that uplift children and families across all income levels.

**What is your vision for children 0-5 in Marin?**

I envision that every child, from 0-5, has equitable access to the resources and opportunities they need to thrive. These years are the most critical for building the foundation for lifelong success.

**What has been your personal experience if any with First Five Marin?**

I'm extremely familiar with the work of First 5 Marin and Sonoma County.

**Do you live in Marin?**

No

**Do you work in Marin?**

Yes

**If Yes, for how long?**

49 years

**Have you attended any Commission meetings?**

Yes

**Are you able to attend evening meetings?**

Yes

**Can you commit up to hours per month towards Commission responsibilities?**

Yes

**In addition, Board Membership must reflect the County's ethnic diversity.**

**Summary of Qualifications for Position:**

A visionary leader in early childhood education, I've spent more than three decades advancing access to high-quality, affordable childcare in the North Bay. As co-founder and CEO of North Bay Children's Center (NBCC), I've helped shape the future for thousands of children and families across Marin and Sonoma counties. After beginning my career as a preschool teacher in Marin County in the 1970s, I witnessed firsthand the growing need for full-day, affordable childcare as more families relied on two incomes to live in the North Bay. At age 28, I founded NBCC to address these systemic inequities and support working mothers—especially single parents—seeking stability and opportunity. NBCC is widely recognized as a leader in early care and education and well known in our school communities for establishing proven, effective ECE programs that focus on school-readiness and foster health and wellness for families across the income spectrum. Over the past 30 years I have served in leadership roles on various boards and

commissions throughout the North Bay, further linking our childcare community to numerous resources in Marin and Sonoma County. I am a creative, innovative problem solver with the proven ability to execute. I believe my entrepreneurial spirit, vision, passion, and perseverance has helped me achieve many unique opportunities for children and their families throughout Marin and Sonoma County.

### **Reasons for Applying:**

I am interested in being part of a dynamic team that is able to ensure that the mission of the Commission is carried out in a way that best meets the needs of Marin County's children. I believe I have the fiscal knowledge, public policy experience, and ECE industry knowledge that would enable me to be a valuable member of the First Five Marin County Commission. As the CEO of a regional organization, I believe I bring a unique perspective to the table through our partnerships with multiple school districts, two public health departments (Marin and Sonoma), and two LPA and subsidized director's groups (Marin and Sonoma).

### **Please describe how you would help support excellence in public service and help the County effectively respond to the needs of the diverse residents we serve:**

As a commissioner, I would bring both lived experience and professional expertise in early childhood education, family engagement, and community resilience. I am eager to collaborate with fellow commissioners, families, and community partners to advance policies and investments that close opportunity gaps, support parents as their child's first teacher, and build a stronger, healthier Marin for generations to come.

### **Please describe your experience in engaging with members of all races, people from a wide variety of ethnic and socioeconomic backgrounds, and people with disabilities:**

Throughout my career, I have worked with children and families representing the full spectrum of race, culture, language, disability, and economic background. As founder and leader of NBCC, I have partnered with families from historically marginalized communities, immigrant and bilingual households, and those experiencing the challenges of poverty and inequity. Our programs welcome children with diverse abilities, ensuring inclusive classrooms where each child can thrive. I have collaborated with teachers, school districts, healthcare providers, and community partners to create environments that honor cultural identity, meet the unique needs of children with disabilities, and support families across all income levels. This work has strengthened my belief that diversity enriches our communities and that equitable access to opportunity is essential for every child's success.

### **Please list any organizations of which you are an officer or an employee which is funded by or provides services to county government:**

The North Bay Children's Center has received discretionary funding from Marin County since its inception. The majority of our earned income comes through State contracts.

## **Attachments**

### **Attach File 1:**



Susan Gilmore Bio 2025.pdf

### **How did you hear about this opening?**

Other

### **If Other, please specify:**

Colleagues

NOTE: This application will remain valid for a period of one year. If you wish information on requirements for positions, or on the status of your application, please contact the Clerk of the Board of Supervisors.

To submit this application to the Board of Supervisors, click the "Submit" button.



# Susan Gilmore

*President and CEO*  
*North Bay Children's Center*



## Contact

Cell: 415-999-8457

Email: [SGilmore@nbcc.net](mailto:SGilmore@nbcc.net)

Mailing Address: 932 C Street, Novato, CA

## Executive Bio

Susan Gilmore, a graduate in Child Development, has dedicated over 40 years to advancing early childhood education. At just 28 years old, she co-founded the North Bay Children's Center (NBCC), a nonprofit organization based in Marin County, California. For 36 years, Susan has been at the helm of NBCC, driving its mission to provide affordable, high-quality childcare and early learning opportunities for the community's most vulnerable children.

Under her visionary leadership, NBCC has tackled pressing issues including the education achievement gap and childhood obesity, serving over 10,000 children and partnering with six school districts across Marin and Sonoma counties.

A recognized innovator in early care and education, Susan developed groundbreaking initiatives such as the "Garden of Eatin' Living Curriculum," which weaves nutrition and environmental education into NBCC's daily programming.

Beyond the classroom, Susan has demonstrated exceptional leadership during times of crisis. During the 2017 Sonoma County wildfires, she led efforts to support families and teachers displaced from seven of NBCC's locations in evacuation areas. When the COVID-19 pandemic struck, and schools closed, she worked closely with county emergency services to provide critical childcare for medical first responders and essential workers, ensuring NBCC adapted to meet the community's urgent needs.

Susan's commitment to addressing emerging challenges led her to present to the Early Care Climate Task Force, where her contributions and NBCC's innovative practices were featured in the Early Years Climate Action Plan. This plan highlights strategies to help children from birth to age eight thrive despite the growing impacts of climate-related events.

With a passion for collaboration and system change, Susan's entrepreneurial spirit has inspired transformative progress in early childhood education, creating brighter futures for children across all income levels. A proud third-generation San Franciscan, Susan is married and the mother of two adult children.

## Awards & Recognitions

**May 2025** Susan and NBCC's Garden of Eatin' Program was recognized by NorCal Public Media's Food & Wine Awards for "Educating for the Future," providing awareness among children that learning about what you eat is as important as knowing one's numbers and letters.

**March 2025** Susan was inducted into the Marin Women's Hall of Fame – Class of 2025, an annual celebration recognizing women's leadership and legacy in Marin.

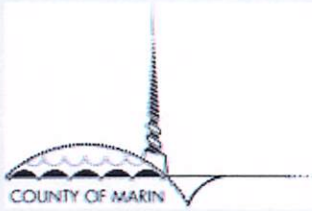
**2021** California Legislator, Assembly District 10's Woman of the Year for making an extraordinary difference in the community she serves.

**2019** North Bay Leadership Council's Leaders of the North Bay Awards for her innovation and entrepreneurial spirit.

**2014** North Bay Business Journal's Top Non-profit Leaders in the North Bay.

**2011** Heart of Marin's Executive Director of the Year award for her "tireless commitment to the early education field, and exemplary leadership skills".

**2009** Jefferson Award for Outstanding Public Service focusing on nutrition education for young children and their families.



Tuesday, September 9, 2025

## Application For Appointment To Boards And Commissions

This is a Public Document Subject to Disclosure Under Public Records Act (Government Code §6250 et seq.)

**Board Name:**

First 5 Marin Children and Families Commission

**Please specify Seat Designation, if applicable**

First 5 Commissioner

**As representative of Supervisorial District #:**

3

### Personal Information

**I am at least 18 years of age:**

Yes

**Name**

Jahmeer Reynolds

**Home Address:**

[REDACTED]

**Home City:**

Richmond

**Home State:**

CA

**Home Zip Code:**

[REDACTED]

**Email Address:**

[REDACTED]

**Cell Phone Number:**

[REDACTED]

**Work Phone Number:**

[REDACTED]

### Employment Information

**Please select one:**

Employed

**Present Occupation:**

Founder/Executive Director

**Employer Name:**

[REDACTED]

**Employer Phone Number**

[REDACTED]

**Which of the following groups do you see yourself representing on the Children and Families Commission (First Five Marin)?**

Representative of community based organization that has a goal of promoting nurturing, and early childhood

development

**Please provide relevant business, professional, or volunteer affiliations**

I am currently the co- chair of Healthy Marin Partnership, Kappa Alpha Psi Fraternity Incorporated, Voting member of Marin County Homeless Policy Steering Committee

**What other specialized knowledge or personal characteristics do you possess which you believe will enhance the Commissions knowledge of local community?**

I am the former Community School Director of the SMCS D , and my organization is leading initiatives dedicated to increasing and raising the living standards of citizens based in Southern Marin

**What is your vision for children 0-5 in Marin?**

MCCT empowers children 0-5 with early learning, family support, and joyful discovery, building strong foundations for lifelong success and community resilience.

**What has been your personal experience if any with First Five Marin?**

I have worked closely with the current Executive Director and a former commissioner to enhance First 5's mission and vision through our involvement in Marin City

**Do you live in Marin?**

No

**Do you work in Marin?**

Yes

**If Yes, for how long?**

6 years

**Have you attended any Commission meetings?**

No

**Are you able to attend evening meetings?**

Yes

**Can you commit up to hours per month towards Commission responsibilities?**

Yes

**In addition, Board Membership must reflect the County's ethnic diversity.**

**Summary of Qualifications for Position:**

As Founder and Executive Director of the Marin County Cooperation Team (MCCT), he has successfully designed and scaled multi-service programs that strengthen families, improve educational outcomes, and build community resilience. My experience includes:

Early Childhood & Family Support Expertise – Led initiatives such as youth horticulture, Parents Without Borders, School-to-Life Project, and safety net services, which provide wraparound support for children and families starting as early as birth.

Equity and Inclusion Leadership – Recognized for advancing racial and economic equity in Marin County, one of California's most unequal regions, by addressing health, education, and income disparities.

Policy & Systems Change – Experienced in leveraging partnerships with schools, local government, philanthropic entities, and nonprofits to influence policy, secure funding, and implement systemic solutions for children and families. Proven Fundraising and Program Development – Secured millions in grants and awards, including the Echoing Green Fellowship, to expand community-based services directly impacting children and their caregivers.

Community Trust and Advocacy – Earned recognition from Congress, national foundations, and local stakeholders for building authentic partnerships, centering parent and community voice, and creating

culturally responsive programs.

### **Reasons for Applying:**

#### **Commitment to Early Childhood Development**

I believe the earliest years (0–5) are the most critical for brain development, family stability, and lifelong success. Serving on First 5 would allow me to strengthen and scale systems that support children during this crucial stage.

#### **Equity for Marin's Most Vulnerable Families**

Marin County has some of the starkest income and opportunity gaps in California. I want to ensure that Black, Latino, and low-income families in Marin City and across the county have equitable access to quality early childhood services.

#### **Lived and Professional Experience**

As a nonprofit leader, parent, and advocate, I bring both personal insight and professional expertise in building programs that connect families with education, health, and safety net services. I understand the challenges parents face and the opportunities that come from wraparound support.

#### **Bridge Builder and Collaborator**

My work with the Marin County Cooperation Team has taught me how to unite schools, government, philanthropy, and community members. On the Commission, I can help First 5 build stronger cross-sector collaborations that maximize resources for children and families.

#### **Scaling Innovative Solutions**

I want to propose fresh ideas—such as integrating early learning with family mentoring, culturally responsive parent engagement, and workforce pathways—so that First 5 remains a leader in innovation.

#### **Legacy of Service and Advocacy**

For me, this is not just professional—it is personal. I want my service as a commissioner to leave a legacy of equity, opportunity, and strong foundations for the next generation.

### **Please describe how you would help support excellence in public service and help the County effectively respond to the needs of the diverse residents we serve:**

I have built my career on bridging community needs with effective public systems. As Founder and Executive Director of the Marin County Cooperation Team, I have consistently advanced excellence in public service by designing programs that not only meet immediate needs but also build long-term capacity in communities. My approach—rooted in collaboration, equity, and accountability—aligns directly with the County's vision of serving residents with integrity and innovation.

I would help the County respond effectively to the needs of its diverse residents by ensuring community voices, especially those historically marginalized, are heard and integrated into decision-making. His leadership style emphasizes cultural responsiveness, parent engagement, and grassroots collaboration. Whether through early childhood programs, youth mentorship, or safety net services, I have demonstrated how trusted relationships and data-driven strategies can reduce disparities and improve outcomes for families.

By bringing his lived experience, proven track record of coalition-building, and deep commitment to equity, I would help strengthen the County's capacity to deliver high-quality, inclusive services that reflect the realities and aspirations of all residents. My presence on the Commission would ensure policies and resources are not only effective on paper but transformative in practice for Marin's most vulnerable children and families.

### **Please describe your experience in engaging with members of all races, people from a wide variety of ethnic and socioeconomic backgrounds, and people with disabilities:**

Throughout my career, I have worked directly with individuals and families from a wide range of socioeconomic, ethnic, and cultural backgrounds, as well as people with disabilities. As Founder and Executive Director of the Marin County Cooperation Team (MCCT), I lead programs that serve residents across the entire county—including Marin City, one of the most underserved communities in California. This role has given me deep experience in engaging low-income families, immigrant communities, Black and Latino residents, and those navigating systemic inequities.

My work has also centered on supporting children and youth with special needs. Through the School-to-Life Project and Parents Without Borders, I have built systems of wraparound support for students with IEPs and 504 plans and their families, ensuring they receive the academic, social, and emotional resources they need to thrive. This experience has strengthened my ability to collaborate with educators, healthcare providers, and parents to advocate for inclusive, individualized solutions.

I approach all of this work with cultural humility, compassion, and a deep respect for the lived experiences of the people I serve. By listening first, honoring community voice, and building programs that reflect the realities of diverse residents, I have been able to create safe, welcoming spaces where every person feels seen, valued, and supported.

**Please list any organizations of which you are an officer or an employee which is funded by or provides services to county government:**

MCCT-Founder/Executive Director  
Homeless Policy Steering Committee  
Co-Chair Healthy Marin Partnership

## Attachments

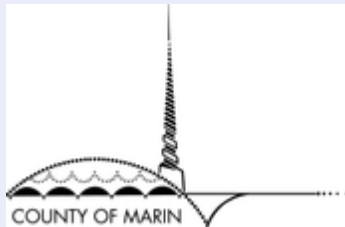
**How did you hear about this opening?**

Internet

NOTE: This application will remain valid for a period of one year. If you wish information on requirements for positions, or on the status of your application, please contact the Clerk of the Board of Supervisors.

To submit this application to the Board of Supervisors, click the "Submit" button.

Agenda Item VII. 3  
Recommendation to re-appoint  
Kelly McKinley



Wednesday, October 22, 2025

# Application For Appointment To Boards And Commissions

This is a Public Document Subject to Disclosure Under Public Records Act (Government Code §6250 et seq.)

**Board Name:** First 5 Marin Children and Families Commission

**As representative of Supervisorial District #:** 3

**and/or At Large** Yes

## Personal Information

**I am at least 18 years of age:** Yes

**Name** Kelly McKinley

**Home Address:** 95 Ventura Avenue

**Home City:** SAN FRANCISCO

**Home State:** CA

**Home Zip Code:** 94116

**Email Address:** kmckinley@badm.org

**Cell Phone Number:** (415) 307-9919

**Work Phone Number:** (415) 307-9919

**Home Phone Number:** (415) 307-9919

## Employment Information

**Please select one:** Employed

**Present Occupation:** CEO

**Employer Name:** Bay Area Discovery Museum

**Employer Phone Number** (415) 339-3900

**Which of the following groups do you see yourself representing on the Children and Families Commission (First Five Marin)?**

Representative of community based organization that has a goal of promoting nurturing, and early childhood development

**Please provide relevant business, professional, or volunteer affiliations**

CEO Bay Area Discovery Museum (BADM) January 2020 to date  
Commissioner, First 5 Marin 2023 to date  
Board Member, Association of Children's Museums

**What other specialized knowledge or personal characteristics do you possess which you believe will enhance the Commissions knowledge of local community?**

BADM has been serving Marin's children, & their caregivers & teachers, for over 30 years. 340K+ served annually onsite & offsite in partnership school districts, libraries, & community organizations.

**What is your vision for children 0-5 in Marin?**

That every child in Marin has the opportunity to grow & thrive through joyful play. Because when children thrive, families & communities thrive.

**What has been your personal experience if any with First Five Marin?**

I have served as a Commissioner since 2023.

**Do you live in Marin?**

No

**Do you work in Marin?**

Yes

**If Yes, for how long?**

almost 6 years

**Have you attended any Commission meetings?**

Yes

**Are you able to attend evening meetings?**

Yes

**Can you commit up to hours per month towards Commission responsibilities?**

Yes

**In addition, Board Membership must reflect the County's ethnic diversity.**

**Summary of Qualifications for Position:**

In summary, my qualifications for this role include strategic leadership and change management in educational and cultural institutions; informal education program design and implementation in museums focussed on children and educators; program and exhibition development for children and adults; DEAI leadership; program evaluation and impact measurement; community-engaged project planning and design; fundraising and grant writing.

My career in museums began in the early 90s helping major public art museums become more welcoming to children under the age of 5 beginning with an internship designing and prototyping the very first program for preschoolers at the Tate Gallery in London, England. I went on to design and develop hands-on, interactive and sensory rich programs and environments for very young children, their caregivers and teachers, in art museums in Toronto, Canada, and San Diego, CA. I moved to the Bay Area 12 years ago to take on the role of Deputy Director at the Oakland Museum of California where the

mandate was to transform the museum's relationship with the community through co-creative exhibition and program design. Together with my team, we created award-winning exhibits with community that transformed the demographic profile of our visitors from an audience that was overwhelmingly majority white to one that was over 50% people who identified as BIPOC. It was my leadership work in inclusion and belonging in museums that led to my hiring as CEO of Bay Area Discovery Museum. My mandate is to build on the museum's 30-year legacy of serving young children in the Bay Area to ensure that every child, particularly those in low income communities and communities of color, has access to, and feel that they belong at, the museum.

### **Reasons for Applying:**

I have thoroughly enjoyed my past 2 years of service on the Commission and have participated fully in all aspects of the work. It is my pleasure to share again why I'm still motivated to give back through the work. Marin has one of the largest and best children's museums in the country! I believe that the Bay Area Discovery Museum is an untapped resource to ensure that every child in Marin gets the very best start in life. I would like to change that. I am motivated to apply by the desire to figure out how the museum can bring its resources and expertise to bear on the most pressing issues facing families with young children in Marin. My 30-year career has been founded in the belief that cultural organizations like the Bay Area Discovery Museum have the potential to transform lives, & play a powerful role in family & community wellbeing. They are places where people, in our case very young children and families, come together, often with people they do not know, to make sense of the world & their place in it. Our mission is to inspire a lifetime of discovery in every child. I was hired by BADM's board of trustees to expand the reach & impact of the museum, more specifically to become a beloved & useful resource for the whole community, in particular those in low-income communities & communities of color. We cannot achieve that vision alone. We can only do this in partnership with trusted community partners. Being part of the commission will help me & our organization understand how we can make the best use of our resources to help make a real difference in the lives of young children - to make Marin the best place to raise a family, regardless of one's race or class.

### **Please describe how you would help support excellence in public service and help the County effectively respond to the needs of the diverse residents we serve:**

I would support excellence in public service by drawing on my experience transforming communities' relationships with museums, more specifically communities who have traditionally not felt welcome or represented by cultural organizations. This work begins with earning communities' trust that you are committed to change, clear that you do not have all the answers, and open to learning and doing things differently. A key part of this trust building is transparency and accountability - transparency around the impact you intend to have, how you plan to get there, and accountability to share progress (good and bad) along the way. You can read about my experience leading this excellence in public service work at OMCA (developing a theory of change and measuring our social impact) here <https://medium.com/new-faces-new-spaces/what-is-our-museums-social-impact-62525fe88d16>

### **Please describe your experience in engaging with members of all races, people from a wide variety of ethnic and socioeconomic backgrounds, and people with disabilities:**

My entire career has been focussed on transforming cultural organizations into places where all people, regardless of age, ability, race or class, feel welcome and that they belong. The best examples of this is the work I led at the Oakland Museum of California (OMCA) to co-create exhibits with community around locally meaningful stories e.g. All Power to the People: Black Panthers at 50 <https://museumca.org/on-view/all-power-people-black-panthers-50/>; Queer California <https://museumca.org/on-view/queer-california-untold-stories/>; and Respect: Hip-Hop Style & Wisdom <https://museumca.org/on-view/respect-hip-hop-style-wisdom/>.

### **Please list any organizations of which you are an officer or an employee which is funded by or provides services to county government:**

n/a

## **Attachments**

How did you hear about this opening?

Other

If Other, please specify:

Current First 5 Marin Commissioner

NOTE: This application will remain valid for a period of one year. If you wish information on requirements for positions, or on the status of your application, please contact the Clerk of the Board of Supervisors.

To submit this application to the Board of Supervisors, click the "Submit" button.



# FIRST 5 MARIN

Learn. Grow. Thrive.

**Marin County Children and Families Commission**

## **Annual Report FY 2024-2025 Prepared for First 5 California**

### **Population Served**

|                    |       |
|--------------------|-------|
| Children           | 3,800 |
| Primary Caregivers | 2,757 |
| Providers          | 2,039 |

### **Result Areas**

|                            |           |
|----------------------------|-----------|
| Improved Family Support    | \$543,644 |
| Improved Child Development | \$782,194 |
| Improved Child Health      | \$896,150 |
| Improved Systems           | \$202,050 |

Maria Patricia Niggle, Executive Director  
First 5 Marin  
November 12, 2025



## **Annual Report AR-1**

**Marin Revenue and Expenditure Summary**

**July 1, 2024 - June 30, 2025**

# Revenue Detail

| Category                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Amount             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Tobacco Tax Funds                                                                                                                                                                                                                                                                                                                                                                                                                                                             | \$1,160,907        |
| IMPACT Legacy                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | \$0                |
| Small Population County Augmentation Funds                                                                                                                                                                                                                                                                                                                                                                                                                                    | \$0                |
| Home Visiting Coordination Funds                                                                                                                                                                                                                                                                                                                                                                                                                                              | \$0                |
| Other First 5 California Funds                                                                                                                                                                                                                                                                                                                                                                                                                                                | \$0                |
| Other First 5 California Funds Description                                                                                                                                                                                                                                                                                                                                                                                                                                    |                    |
| Other Public Funds                                                                                                                                                                                                                                                                                                                                                                                                                                                            | \$0                |
| Other Public Funds Description                                                                                                                                                                                                                                                                                                                                                                                                                                                |                    |
| Donations                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | \$7,000            |
| Revenue From Interest Earned                                                                                                                                                                                                                                                                                                                                                                                                                                                  | \$130,522          |
| Grants                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | \$578,957          |
| Grants Description                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                    |
| \$20,000 - County Prevention and Early Intervention: early care services coordination. \$83,926 - First 5 Sonoma: Home Visiting. \$146,417 - Partnership Healthplan: Expand ECE work and support community healthcare workers. \$65,027 - County ARPA: early education and developmental support. \$150,837 - Department of Health Care Services IGT PATH Grant: expand CalAIM services in Marin. \$112,750 - Sarlo Foundation: Support and Expand Fees for Services program. |                    |
| Other Funds                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | \$33,900           |
| Other Funds                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                    |
| \$33,900 -Partnership Healthplan: CalAIM Fees for Services.                                                                                                                                                                                                                                                                                                                                                                                                                   |                    |
| <b>Total Revenue</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>\$1,911,286</b> |

## Improved Family Support

| Service                           | Grantee        | Program(s)                                                                                        | Children | Caregivers | Providers    | Amount           |
|-----------------------------------|----------------|---------------------------------------------------------------------------------------------------|----------|------------|--------------|------------------|
| General Family Support            | CBO/Non-Profit | <ul style="list-style-type: none"> <li>Not Applicable (Museum of the American Indian)</li> </ul>  | 67       | 117        | 3            | \$38,710         |
| General Family Support            | CBO/Non-Profit | <ul style="list-style-type: none"> <li>Not Applicable (North Marin Community Services)</li> </ul> | 16       | 12         | 0            | \$113,957        |
| General Family Support            | CBO/Non-Profit | <ul style="list-style-type: none"> <li>Not Applicable (Parent Services Project)</li> </ul>        | 242      | 171        | 19           | \$173,614        |
| Intensive Family Support          | CBO/Non-Profit | <ul style="list-style-type: none"> <li>Not Applicable (Postpartum Support Center)</li> </ul>      | 1756     | 1703       | 0            | \$192,363        |
| Family Literacy and Book Programs | Other Public   | <ul style="list-style-type: none"> <li>Not Applicable (Marin County Free Library)</li> </ul>      | 970      | 0          | 0            | \$25,000         |
|                                   |                |                                                                                                   |          |            | <b>Total</b> | <b>\$543,644</b> |

# Improved Child Development

| Service                                      | Grantee                                          | Program(s)                                                                                                 | Children | Caregivers | Providers | Amount    |
|----------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------|----------|------------|-----------|-----------|
| Quality Early Learning and Care Supports     | Resource and Referral Agency (COE or Non-Profit) | <ul style="list-style-type: none"> <li>Not Applicable (Marin Child Care Council ARPA)</li> </ul>           | 0        | 0          | 22        | \$283,636 |
| Quality Early Learning and Care Supports     | Resource and Referral Agency (COE or Non-Profit) | <ul style="list-style-type: none"> <li>Not Applicable (Marin Child Care Council Impact)</li> </ul>         | 0        | 0          | 59        | \$69,349  |
| Quality Early Learning and Care Supports     | County Office of Education/School District       | <ul style="list-style-type: none"> <li>Not Applicable (Marin County Office of Education Impact)</li> </ul> | 0        | 0          | 112       | \$75,000  |
| Early Learning and Care Program Direct Costs | CBO/Non-Profit                                   | <ul style="list-style-type: none"> <li>Not Applicable (Bay Area Discovery Museum)</li> </ul>               | 230      | 286        | 0         | \$50,335  |
| Early Learning and Care Program Direct Costs | Resource and Referral Agency (COE or Non-Profit) | <ul style="list-style-type: none"> <li>Not Applicable (Marin Child Care Council FCCT)</li> </ul>           | 21       | 0          | 21        | \$71,643  |
| Early Learning and Care Program Direct Costs | County Office of Education/School District       | <ul style="list-style-type: none"> <li>Not Applicable (MCOE Data Exchange)</li> </ul>                      | 164      | 164        | 70        | \$196,231 |
| Early Learning and Care Program Direct Costs | CBO/Non-Profit                                   | <ul style="list-style-type: none"> <li>Not Applicable (Performing Stars of Marin)</li> </ul>               | 64       | 0          | 0         | \$36,000  |
| Total                                        |                                                  |                                                                                                            |          |            |           | \$782,194 |

## Improved Child Health

| Service                             | Grantee                   | Program(s)                                                                                    | Children | Caregivers | Providers | Unique Families | Amount           |
|-------------------------------------|---------------------------|-----------------------------------------------------------------------------------------------|----------|------------|-----------|-----------------|------------------|
| Oral Health Education and Treatment | CBO/Non-Profit            | <ul style="list-style-type: none"> <li>Not Applicable (Pediatric Dental North Bay)</li> </ul> | 31       | 0          | 0         | 0               | \$290,190        |
| Early Intervention                  | First 5 County Commission | <ul style="list-style-type: none"> <li>Not Applicable (Help Me Grow Marin)</li> </ul>         | 239      | 304        | 297       | 0               | \$605,960        |
| <b>Total</b>                        |                           |                                                                                               |          |            |           |                 | <b>\$896,150</b> |

## Improved Systems Of Care

| Service                    | Grantee                   | Program(s)                                                                                | Amount           |
|----------------------------|---------------------------|-------------------------------------------------------------------------------------------|------------------|
| Policy and Public Advocacy | CBO/Non-Profit            | <ul style="list-style-type: none"> <li>Not Applicable (Parent Voices of Marin)</li> </ul> | \$99,227         |
| Systems Building           | First 5 County Commission | <ul style="list-style-type: none"> <li>Not Applicable (F5M Forums)</li> </ul>             | \$37,796         |
| Systems Building           | Other Public              | <ul style="list-style-type: none"> <li>Not Applicable (Help Me Grow ARPA)</li> </ul>      | \$65,027         |
| <b>Total</b>               |                           |                                                                                           | <b>\$202,050</b> |

## Expenditure Details

| Category                                              | Amount      |
|-------------------------------------------------------|-------------|
| Program Expenditures                                  | \$2,424,038 |
| Administrative Expenditures                           | \$200,444   |
| Evaluation Expenditures                               | \$81,627    |
| Total Expenditures                                    | \$2,706,109 |
| Excess (Deficiency) Of Revenues Over (Under) Expenses | (\$794,823) |

## Other Financing Details

| Category                      | Amount |
|-------------------------------|--------|
| Sale(s) of Capital Assets     | \$0    |
| Other                         | \$0    |
| End of Year Restated          |        |
| Total Other Financing Sources | \$0    |

## Net Change in Fund Balance

| Category                   | Amount      |
|----------------------------|-------------|
| Fund Balance - Beginning   | \$4,020,124 |
| Fund Balance - Ending      | \$3,225,301 |
| Net Change In Fund Balance | (\$794,823) |

## Fiscal Year Fund Balance

| Category           | Amount      |
|--------------------|-------------|
| Nonspendable       | \$6,926     |
| Restricted         | \$0         |
| Committed          | \$575,132   |
| Assigned           | \$1,815,269 |
| Unassigned         | \$745,372   |
| Total Fund Balance | \$3,142,699 |

## Expenditure Note

No data entered for this section as of 11/5/2025 1:14:42 PM.



**Annual Report AR-2**  
**Marin Demographic Worksheet**  
**July 1, 2024 - June 30, 2025**

**Population Served**

| Category                                        | Number       |
|-------------------------------------------------|--------------|
| Children Less than 3 Years Old                  | 328          |
| Children from 3rd to 6th Birthday               | 478          |
| Children – Ages Unknown (birth to 6th Birthday) | 2,994        |
| Providers                                       | 1,238        |
| Primary Caregivers                              | 2,757        |
| <b>Total Population Served</b>                  | <b>7,795</b> |

# Primary Language Spoken in Home

| Category   | Number of Children | Number of Primary Caregivers |
|------------|--------------------|------------------------------|
| English    | 250                | 138                          |
| Spanish    | 348                | 465                          |
| Vietnamese | 3                  | 3                            |
| Unknown    | 3,199              | 2,151                        |
| Totals     | 3,800              | 2,757                        |

## Race and/or Ethnicity of Population Served

| Category                                  | Number of<br>Children | Number of Primary Caregivers |
|-------------------------------------------|-----------------------|------------------------------|
| Alaska Native/American Indian             | 6                     | 2                            |
| Asian                                     | 10                    | 15                           |
| Black/African-American                    | 58                    | 30                           |
| Hispanic/Latino                           | 306                   | 304                          |
| Native Hawaiian or Other Pacific Islander | 2                     | 4                            |
| White                                     | 124                   | 108                          |
| Two or more races                         | 21                    | 1                            |
| Unknown                                   | 3,273                 | 2,293                        |
| <b>Totals</b>                             | <b>3,800</b>          | <b>2,757</b>                 |

# Duplication Assessment

| Category                      | Data                 |
|-------------------------------|----------------------|
| Degree of Duplication         | 15%                  |
| Confidence in Data            | Moderately confident |
| Additional Details (Optional) |                      |



May 1, 2025

First 5 Marin Children and Families Commission  
1050 Northgate Drive, Suite 130  
San Rafael, California 94901

**Subject: Letter of Support for Help Me Grow Marin County**

Dear Members of the First 5 Marin Children and Families Commission,

We are writing to express our continued support of Help Me Grow Marin (HMGM) and its critical partnership with the First 5 Marin Children and Families Commission. Since its inception in 2020, HMGM has worked tirelessly in collaboration with numerous organizations and agencies to promote the optimal development of children and families in Marin County.

The continued investment and partnership with the Commission over the past five years has enabled HMGM to not only grow its reach of critical early identification and intervention supports, but to also innovate leveraging various local and statewide opportunities. As a result, First 5 Marin/HMGM now serves as a leader and model in the state. First 5 Marin/HMGM also continues to serve as a vital change agent in the county, convening and coordinating efforts to strengthen systems that impact children and families.

Amidst the backdrop of the evolving local, state and federal landscape, the services and systems change work that HMGM provides are critical to the success of children and families in our county. Given all of this, as well as the substantial progress that has been made as a result of the partnership with the Commission, the Leadership Team is requesting that the Commission consider continuing its commitment to this vital system for the next three to five years.

Thank you for your time and consideration.

Sincerely,

The Help Me Grow Marin Leadership Team

**Leadership Team Members**

Alyse Clayman, Jewish Children and Family Services

Balandra Fregoso, Parent Services Project

Birgit Switenski, Matrix Parents Network

Dennise Enriquez, Marin Child Care Council

Julie Feliz, Matrix Parents Network

Leah Albert, Sarlo Foundation

Nelson Branco, MD, Tamalpais Pediatrics

Valeria Brabata, West Marin Fund

Daphne Cummings, Marin Promise Partnership

Sandra Rosenblum, Maternal, Child Adolescent Health



**FIRST 5 MARIN**

Learn. Grow. Thrive.

**FINANCIAL STATEMENTS**

**July 31, 2025**

**First 5 Marin  
Statement of Net Position  
As of July 31, 2025**

|                                            | 7/31/2025        | 6/30/2025        | QTRLY Change     | Unaudited<br>Prior Year | YTD Chg.         |
|--------------------------------------------|------------------|------------------|------------------|-------------------------|------------------|
|                                            | Actual           | Actual           | Incr./ (Decr.)   | 6/30/2025               | Incr./ (Decr.)   |
| <b>Assets</b>                              |                  |                  |                  |                         |                  |
| Bank of Marin                              | 355,968          | 530,191          | (174,223)        | 530,191                 | (174,223)        |
| County Pooled Cash                         | 266,621          | 201,966          | 64,655           | 201,966                 | 64,655           |
| LAIF - Non Pooled Investment               | 118,924          | 117,635          | 1,289            | 117,635                 | 1,289            |
| First 5 Marin Brokerage - Sorrento Pacific | 1,777,858        | 1,777,482        | 376              | 1,777,482               | 376              |
| First 5 Marin Brokerage Acct - Op. Reserve | 750,000          | 750,000          | -                | 750,000                 | -                |
| Accounts Receivable                        | 244,868          | 314,007          | (69,138)         | 314,007                 | (69,138)         |
| Interest Receivable                        | 3,707            | 2,332            | 1,375            | 2,332                   | 1,375            |
| Prepaid Other Expenses                     | 4,374            | 1,003            | 3,371            | 1,003                   | 3,371            |
| Prepaid Insurance                          | 16,330           | 5,923            | 10,407           | 5,923                   | 10,407           |
| <b>Total Assets</b>                        | <b>3,538,650</b> | <b>3,700,539</b> | <b>(161,889)</b> | <b>3,700,539</b>        | <b>(161,889)</b> |
| <b>Liabilities and Fund Balance</b>        |                  |                  |                  |                         |                  |
| <b>Liabilities</b>                         |                  |                  |                  |                         |                  |
| Accounts Payable                           | 77,449           | 164,390          | (86,940)         | 164,390                 | (86,940)         |
| Accrued Expenses                           | 93,193           | 91,520           | 1,674            | 91,520                  | 1,674            |
| Accrued Payroll & Benefits                 | -                | -                | -                | -                       | -                |
| Pension Liability                          | 15,997           | 15,964           | 34               | 15,964                  | 34               |
| <b>Total Liabilities</b>                   | <b>186,640</b>   | <b>271,873</b>   | <b>(85,233)</b>  | <b>271,873</b>          | <b>(85,233)</b>  |
| <b>Fund Balance</b>                        |                  |                  |                  |                         |                  |
| Unrestricted Fund Balance                  | 3,352,010        | 3,428,666        | (76,656)         | 3,428,666               | (76,656)         |
| Temporarily Restricted Fund Balance        | -                | -                | -                | -                       | -                |
| <b>Total Fund Balance</b>                  | <b>3,352,010</b> | <b>3,428,666</b> | <b>(76,656)</b>  | <b>3,428,666</b>        | <b>(76,656)</b>  |
| <b>Total Liabilities and Fund Balance</b>  | <b>3,538,650</b> | <b>3,700,539</b> | <b>(161,889)</b> | <b>3,700,539</b>        | <b>(161,889)</b> |

## Budget to Actual Report for the Period Ended July 31, 2025

|                                  | Communications  | Grassroots<br>Capacity Bldg. | System<br>Strengthening | Public Policy/<br>Advocacy | Data<br>Information | General<br>Operating | Total           | FY 25/26<br>Budget |
|----------------------------------|-----------------|------------------------------|-------------------------|----------------------------|---------------------|----------------------|-----------------|--------------------|
| <b>Revenues &amp; Cash</b>       |                 |                              |                         |                            |                     |                      |                 |                    |
| Prop 10 Revenue                  | -               | -                            | -                       | -                          | -                   | -                    | -               | 1,520,239          |
| Prop 56 Revenue                  | -               | -                            | -                       | -                          | -                   | -                    | -               | -                  |
| Other Revenues                   | -               | -                            | -                       | -                          | -                   | -                    | -               | 216,888            |
| Interest and Investment Income   | -               | -                            | -                       | -                          | -                   | 3,707                | 3,707           | 92,980             |
| State Commission CSP             | -               | -                            | -                       | -                          | -                   | -                    | -               | -                  |
| Cash from Operating Funds        | -               | -                            | -                       | -                          | -                   | -                    | -               | -                  |
| <b>Total Revenues &amp; Cash</b> | <b>-</b>        | <b>-</b>                     | <b>-</b>                | <b>-</b>                   | <b>-</b>            | <b>3,707</b>         | <b>3,707</b>    | <b>1,830,107</b>   |
| <b>Expenditures To Date</b>      |                 |                              |                         |                            |                     |                      |                 |                    |
| Personnel Expenses               | 11,409          | 1,619                        | 34,821                  | 11,342                     | 793                 | 4,237                | 64,221          | 862,140            |
| Projects                         | -               | -                            | -                       | -                          | -                   | -                    | -               | 1,661,654          |
| Special Dept. Stipend            | -               | -                            | -                       | -                          | -                   | -                    | -               | 52,250             |
| Dues & Subscriptions             | -               | -                            | -                       | -                          | -                   | 946                  | 946             | 13,531             |
| Equipment Rental                 | -               | -                            | -                       | -                          | -                   | 756                  | 756             | 6,200              |
| Equipment Purchase               | -               | -                            | -                       | -                          | -                   | -                    | -               | 2,000              |
| Insurance                        | -               | -                            | -                       | -                          | -                   | -                    | -               | 7,500              |
| Investment Fees                  | -               | -                            | -                       | -                          | -                   | 21                   | 21              | -                  |
| Lease Bldg.                      | 1,007           | 770                          | 3,139                   | 533                        | 237                 | 237                  | 5,923           | 84,000             |
| Meetings                         | -               | -                            | -                       | -                          | -                   | 118                  | 118             | 6,000              |
| Printing                         | -               | -                            | -                       | -                          | -                   | -                    | -               | 3,500              |
| Postage & Shipping               | -               | -                            | 76                      | -                          | -                   | -                    | 76              | 1,500              |
| Professional Fees                | -               | -                            | -                       | -                          | -                   | 2,633                | 2,633           | 270,394            |
| Supplies & Software              | -               | -                            | 486                     | -                          | -                   | 817                  | 1,303           | 48,300             |
| Telephone & Internet             | -               | -                            | 253                     | -                          | -                   | 565                  | 818             | 15,000             |
| Travel & Conference              | -               | -                            | 667                     | -                          | -                   | 925                  | 1,592           | 24,800             |
| Professional Development         | -               | -                            | -                       | -                          | -                   | -                    | -               | 9,200              |
| Contingency Fund                 | -               | -                            | -                       | -                          | -                   | -                    | -               | 50,000             |
| <b>Total Expenditures</b>        | <b>12,416</b>   | <b>2,389</b>                 | <b>39,441</b>           | <b>11,875</b>              | <b>1,030</b>        | <b>11,256</b>        | <b>78,407</b>   | <b>3,117,969</b>   |
| <b>Revenue over Expenditures</b> | <b>(12,416)</b> | <b>(2,389)</b>               | <b>(39,441)</b>         | <b>(11,875)</b>            | <b>(1,030)</b>      | <b>(7,549)</b>       | <b>(74,700)</b> | <b>(1,287,862)</b> |

**First 5 Marin  
Income Statement - Internal  
For the Period Ended July 31, 2025**

|                                                           | Communications | Grass Roots<br>Capacity Building | System<br>Strengthening | Public<br>Policy/Advocacy | Data Information | General Operating | Investment | Total    | FY24/25 Budget |
|-----------------------------------------------------------|----------------|----------------------------------|-------------------------|---------------------------|------------------|-------------------|------------|----------|----------------|
| <b>Revenues</b>                                           |                |                                  |                         |                           |                  |                   |            |          |                |
| Prop 10 Annual Tax Allocation                             | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 1,520,239      |
| Prop 56 Annual Tax Allocation                             | -              | -                                | -                       | -                         | -                | -                 | -          | -        | -              |
| Other Revenue                                             | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 216,888        |
| Interest Income                                           | -              | -                                | -                       | -                         | -                | 3,707             | 960        | 4,667    | 92,980         |
| Investment Gain/Loss                                      | -              | -                                | -                       | -                         | -                | -                 | (2,916)    | (2,916)  | -              |
| Assets Released from Restriction - Unrestricted           | -              | -                                | -                       | -                         | -                | -                 | -          | -        | -              |
| Assets Released from Restriction - Temporarily Restricted | -              | -                                | -                       | -                         | -                | -                 | -          | -        | -              |
| <b>Total Revenues</b>                                     | -              | -                                | -                       | -                         | -                | 3,707             | (1,956)    | 1,751    | 1,830,107      |
| <b>Expenses</b>                                           |                |                                  |                         |                           |                  |                   |            |          |                |
| Salary & Benefits                                         | 11,409         | 1,619                            | 34,821                  | 11,342                    | 793              | 4,237             | -          | 64,221   | 862,140        |
| Projects                                                  |                |                                  |                         |                           |                  |                   |            |          |                |
| Communications                                            | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 20,000         |
| Grassroots for Capacity Building                          | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 73,000         |
| System Strengthening                                      | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 1,470,654      |
| Public Policy/Advocacy                                    | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 98,000         |
| Data Information                                          | -              | -                                | -                       | -                         | -                | -                 | -          | -        | -              |
| General Operating                                         | -              | -                                | -                       | -                         | -                | -                 | -          | -        | -              |
| Total Projects                                            | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 1,661,654      |
| Special Dept. Expense - Stipend                           | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 52,250         |
| Dues & Subscriptions                                      | -              | -                                | -                       | -                         | -                | 946               | -          | 946      | 13,531         |
| Equipment Purchase                                        | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 2,000          |
| Equipment Rental                                          |                |                                  |                         |                           |                  |                   |            |          |                |
| Copy Machine                                              | -              | -                                | -                       | -                         | -                | 756               | -          | 756      | 6,200          |
| Postage Machine                                           | -              | -                                | -                       | -                         | -                | -                 | -          | -        | -              |
| Total Equipment Rental                                    | -              | -                                | -                       | -                         | -                | 756               | -          | 756      | 6,200          |
| Insurance                                                 |                |                                  |                         |                           |                  |                   |            |          |                |
| General Liability                                         | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 7,500          |
| Directors & Officers                                      | -              | -                                | -                       | -                         | -                | -                 | -          | -        | -              |
| Total Insurance                                           | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 7,500          |
| Admin & Bank Fees                                         | -              | -                                | -                       | -                         | -                | 21                | -          | 21       | -              |
| Lease Building                                            | 1,007          | 770                              | 3,139                   | 533                       | 237              | 237               | -          | 5,923    | 84,000         |
| Meetings                                                  | -              | -                                | -                       | -                         | -                | 118               | -          | 118      | 6,000          |
| Printing                                                  | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 3,500          |
| Postage & Shipping                                        | -              | -                                | 76                      | -                         | -                | -                 | -          | 76       | 1,500          |
| Professional Services                                     |                |                                  |                         |                           |                  |                   |            |          |                |
| Auditor                                                   | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 26,500         |
| General Consulting                                        | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 115,394        |
| Accounting Services                                       | -              | -                                | -                       | -                         | -                | 2,400             | -          | 2,400    | 28,800         |
| Graphics/Design                                           | -              | -                                | -                       | -                         | -                | -                 | -          | -        | -              |
| IT                                                        | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 5,000          |
| Website                                                   | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 24,500         |
| Legal                                                     | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 6,000          |
| Evaluation                                                | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 60,000         |
| Payroll                                                   | -              | -                                | -                       | -                         | -                | 233               | -          | 233      | 4,200          |
| Total Professional Services                               | -              | -                                | -                       | -                         | -                | 2,633             | -          | 2,633    | 270,394        |
| Supplies                                                  | -              | -                                | 414                     | -                         | -                | 472               | -          | 886      | 17,000         |
| Software                                                  | -              | -                                | 72                      | -                         | -                | 345               | -          | 417      | 31,300         |
| Telephone & Internet                                      | -              | -                                | 253                     | -                         | -                | 565               | -          | 818      | 15,000         |
| Travel & Conference                                       |                |                                  |                         |                           |                  |                   |            |          |                |
| Conference Registration                                   | -              | -                                | 300                     | -                         | -                | 925               | -          | 1,225    | 6,000          |
| Lodging/Transportation                                    | -              | -                                | 223                     | -                         | -                | -                 | -          | 223      | 10,000         |
| Meals                                                     | -              | -                                | 144                     | -                         | -                | -                 | -          | 144      | 4,500          |
| Mileage                                                   | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 4,300          |
| Total Travel & Conference                                 | -              | -                                | 667                     | -                         | -                | 925               | -          | 1,592    | 24,800         |
| Professional Development                                  | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 9,200          |
| Contingency Fund                                          | -              | -                                | -                       | -                         | -                | -                 | -          | -        | 50,000         |
| <b>Total Expenses</b>                                     | 12,416         | 2,389                            | 39,441                  | 11,875                    | 1,030            | 11,256            | -          | 78,407   | 3,117,969      |
| <b>NET SURPLUS/(DEFICIT)</b>                              | (12,416)       | (2,389)                          | (39,441)                | (11,875)                  | (1,030)          | (7,549)           | (1,956)    | (76,656) | (1,287,862)    |



**FIRST 5 MARIN**

Learn. Grow. Thrive.

**FINANCIAL STATEMENTS**

**August 31, 2025**

**First 5 Marin  
Statement of Net Position  
As of August 31, 2025**

|                                             | 8/31/2025        | 7/31/2025        | QTRLY Change     | Unaudited<br>Prior Year | YTD Chg.         |
|---------------------------------------------|------------------|------------------|------------------|-------------------------|------------------|
|                                             | Actual           | Actual           | Incr./ (Decr.)   | 6/30/2025               | Incr./ (Decr.)   |
| <b>Assets</b>                               |                  |                  |                  |                         |                  |
| Bank of Marin                               | 9,673            | 355,968          | (346,295)        | 530,191                 | (520,518)        |
| County Pooled Cash                          | 201,966          | 266,621          | (64,655)         | 201,966                 | -                |
| LAIF - Non Pooled Investment                | 118,924          | 118,924          | -                | 117,635                 | 1,289            |
| First 5 Marin Brokerage - LPL               | 1,787,723        | 1,777,858        | 9,865            | 1,777,482               | 10,241           |
| First 5 Marin Brokerage - LPL - Op. Reserve | 750,000          | 750,000          | -                | 750,000                 | -                |
| Accounts Receivable                         | 252,103          | 244,868          | 7,235            | 314,007                 | (61,903)         |
| Interest Receivable                         | 3,845            | 3,707            | 137              | 6,140                   | (2,296)          |
| Prepaid Other Expenses                      | 3,736            | 4,374            | (639)            | 1,003                   | 2,732            |
| Prepaid Insurance                           | 15,384           | 16,330           | (946)            | 5,923                   | 9,461            |
| <b>Total Assets</b>                         | <b>3,143,353</b> | <b>3,538,650</b> | <b>(395,297)</b> | <b>3,704,347</b>        | <b>(560,994)</b> |
| <b>Liabilities and Fund Balance</b>         |                  |                  |                  |                         |                  |
| <b>Liabilities</b>                          |                  |                  |                  |                         |                  |
| Accounts Payable                            | 14,699           | 77,449           | (62,750)         | 164,390                 | (149,691)        |
| Accrued Expenses                            | 84,603           | 93,193           | (8,590)          | 91,520                  | (6,917)          |
| Accrued Payroll & Benefits                  | 24,552           | -                | 24,552           | -                       | 24,552           |
| Pension Liability                           | 15,531           | 15,997           | (466)            | 15,964                  | (433)            |
| <b>Total Liabilities</b>                    | <b>139,385</b>   | <b>186,640</b>   | <b>(47,254)</b>  | <b>271,873</b>          | <b>(132,487)</b> |
| <b>Fund Balance</b>                         |                  |                  |                  |                         |                  |
| Unrestricted Fund Balance                   | 3,003,968        | 3,352,010        | (348,042)        | 3,432,474               | (428,506)        |
| Temporarily Restricted Fund Balance         | -                | -                | -                | -                       | -                |
| <b>Total Fund Balance</b>                   | <b>3,003,968</b> | <b>3,352,010</b> | <b>(348,042)</b> | <b>3,432,474</b>        | <b>(428,506)</b> |
| <b>Total Liabilities and Fund Balance</b>   | <b>3,143,353</b> | <b>3,538,650</b> | <b>(395,297)</b> | <b>3,704,347</b>        | <b>(560,994)</b> |

## Budget to Actual Report for the Period Ended August 31, 2025

|                                  | Communications  | Grassroots<br>Capacity Bldg. | System<br>Strengthening | Public Policy/<br>Advocacy | Data<br>Information | General<br>Operating | Total            | FY 25/26<br>Budget |
|----------------------------------|-----------------|------------------------------|-------------------------|----------------------------|---------------------|----------------------|------------------|--------------------|
| <b>Revenues &amp; Cash</b>       |                 |                              |                         |                            |                     |                      |                  |                    |
| Prop 10 Revenue                  | -               | -                            | -                       | -                          | -                   | -                    | -                | 1,520,239          |
| Prop 56 Revenue                  | -               | -                            | -                       | -                          | -                   | -                    | -                | -                  |
| Other Revenues                   | -               | -                            | 38,996                  | -                          | -                   | -                    | 38,996           | 216,888            |
| Interest and Investment Income   | -               | -                            | -                       | -                          | -                   | -                    | -                | 92,980             |
| State Commission CSP             | -               | -                            | -                       | -                          | -                   | -                    | -                | -                  |
| Cash from Operating Funds        | -               | -                            | -                       | -                          | -                   | -                    | -                | -                  |
| <b>Total Revenues &amp; Cash</b> | <b>-</b>        | <b>-</b>                     | <b>38,996</b>           | <b>-</b>                   | <b>-</b>            | <b>-</b>             | <b>38,996</b>    | <b>1,830,107</b>   |
| <b>Expenditures To Date</b>      |                 |                              |                         |                            |                     |                      |                  |                    |
| Personnel Expenses               | 29,331          | 4,231                        | 85,550                  | 29,118                     | 2,062               | 11,046               | 161,339          | 862,140            |
| Projects                         | -               | 79,608                       | 193,255                 | -                          | -                   | -                    | 272,863          | 1,661,654          |
| Special Dept. Stipend            | -               | -                            | -                       | -                          | -                   | -                    | -                | 52,250             |
| Dues & Subscriptions             | -               | -                            | -                       | -                          | -                   | 1,892                | 1,892            | 13,531             |
| Equipment Rental                 | -               | -                            | -                       | -                          | -                   | 1,270                | 1,270            | 6,200              |
| Equipment Purchase               | -               | -                            | -                       | -                          | -                   | -                    | -                | 2,000              |
| Insurance                        | -               | -                            | -                       | -                          | -                   | 309                  | 309              | 7,500              |
| Investment Fees                  | -               | -                            | -                       | -                          | -                   | 45                   | 45               | -                  |
| Lease Bldg.                      | 2,014           | 1,540                        | 6,279                   | 1,066                      | 474                 | 474                  | 11,846           | 84,000             |
| Meetings                         | -               | -                            | -                       | -                          | -                   | 258                  | 258              | 6,000              |
| Printing                         | -               | -                            | -                       | -                          | -                   | -                    | -                | 3,500              |
| Postage & Shipping               | -               | -                            | 76                      | -                          | -                   | -                    | 76               | 1,500              |
| Professional Fees                | 150             | -                            | 5,602                   | -                          | -                   | 12,704               | 18,456           | 270,394            |
| Supplies & Software              | -               | -                            | 771                     | -                          | -                   | 1,567                | 2,338            | 48,300             |
| Telephone & Internet             | -               | -                            | 505                     | -                          | -                   | 1,608                | 2,113            | 15,000             |
| Travel & Conference              | -               | -                            | 1,605                   | -                          | -                   | 1,037                | 2,642            | 24,800             |
| Professional Development         | -               | -                            | -                       | -                          | -                   | -                    | -                | 9,200              |
| Contingency Fund                 | -               | -                            | -                       | -                          | -                   | -                    | -                | 50,000             |
| <b>Total Expenditures</b>        | <b>31,495</b>   | <b>85,379</b>                | <b>293,643</b>          | <b>30,184</b>              | <b>2,536</b>        | <b>32,210</b>        | <b>475,448</b>   | <b>3,117,969</b>   |
| <b>Revenue over Expenditures</b> | <b>(31,495)</b> | <b>(85,379)</b>              | <b>(254,647)</b>        | <b>(30,184)</b>            | <b>(2,536)</b>      | <b>(32,210)</b>      | <b>(436,452)</b> | <b>(1,287,862)</b> |

**First 5 Marin**  
**Income Statement - Internal**  
**For the Period Ended August 31, 2025**

|                                                           | Communications | Grass Roots<br>Capacity Building | System<br>Strengthening | Public<br>Policy/Advocacy | Data Information | General Operating | Investment | Total     | FY24/25 Budget |
|-----------------------------------------------------------|----------------|----------------------------------|-------------------------|---------------------------|------------------|-------------------|------------|-----------|----------------|
| <b>Revenues</b>                                           |                |                                  |                         |                           |                  |                   |            |           |                |
| Prop 10 Annual Tax Allocation                             | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 1,520,239      |
| Prop 56 Annual Tax Allocation                             | -              | -                                | -                       | -                         | -                | -                 | -          | -         | -              |
| Other Revenue                                             | -              | -                                | 38,996                  | -                         | -                | -                 | -          | 38,996    | 216,888        |
| Interest Income                                           | -              | -                                | -                       | -                         | -                | -                 | 5,325      | 5,325     | 92,980         |
| Investment Gain/Loss                                      | -              | -                                | -                       | -                         | -                | -                 | 2,621      | 2,621     | -              |
| Assets Released from Restriction - Unrestricted           | -              | -                                | -                       | -                         | -                | -                 | -          | -         | -              |
| Assets Released from Restriction - Temporarily Restricted | -              | -                                | -                       | -                         | -                | -                 | -          | -         | -              |
| <b>Total Revenues</b>                                     | -              | -                                | 38,996                  | -                         | -                | -                 | 7,946      | 46,941    | 1,830,107      |
| <b>Expenses</b>                                           |                |                                  |                         |                           |                  |                   |            |           |                |
| Salary & Benefits                                         | 29,331         | 4,231                            | 85,550                  | 29,118                    | 2,062            | 11,046            | -          | 161,339   | 862,140        |
| Projects                                                  |                |                                  |                         |                           |                  |                   |            |           |                |
| Communications                                            | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 20,000         |
| Grassroots for Capacity Building                          | -              | 79,608                           | -                       | -                         | -                | -                 | -          | 79,608    | 73,000         |
| System Strengthening                                      | -              | -                                | 193,255                 | -                         | -                | -                 | -          | 193,255   | 1,470,654      |
| Public Policy/Advocacy                                    | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 98,000         |
| Data Information                                          | -              | -                                | -                       | -                         | -                | -                 | -          | -         | -              |
| General Operating                                         | -              | -                                | -                       | -                         | -                | -                 | -          | -         | -              |
| Total Projects                                            | -              | 79,608                           | 193,255                 | -                         | -                | -                 | -          | 272,863   | 1,661,654      |
| Special Dept. Expense - Stipend                           | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 52,250         |
| Dues & Subscriptions                                      | -              | -                                | -                       | -                         | -                | 1,892             | -          | 1,892     | 13,531         |
| Equipment Purchase                                        | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 2,000          |
| Equipment Rental                                          |                |                                  |                         |                           |                  |                   |            |           |                |
| Copy Machine                                              | -              | -                                | -                       | -                         | -                | 1,270             | -          | 1,270     | 6,200          |
| Postage Machine                                           | -              | -                                | -                       | -                         | -                | -                 | -          | -         | -              |
| Total Equipment Rental                                    | -              | -                                | -                       | -                         | -                | 1,270             | -          | 1,270     | 6,200          |
| Insurance                                                 |                |                                  |                         |                           |                  |                   |            |           |                |
| General Liability                                         | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 7,500          |
| Directors & Officers                                      | -              | -                                | -                       | -                         | -                | 309               | -          | 309       | -              |
| Total Insurance                                           | -              | -                                | -                       | -                         | -                | 309               | -          | 309       | 7,500          |
| Admin & Bank Fees                                         | -              | -                                | -                       | -                         | -                | 45                | -          | 45        | -              |
| Lease Building                                            | 2,014          | 1,540                            | 6,279                   | 1,066                     | 474              | 474               | -          | 11,846    | 84,000         |
| Meetings                                                  | -              | -                                | -                       | -                         | -                | 258               | -          | 258       | 6,000          |
| Printing                                                  | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 3,500          |
| Postage & Shipping                                        | -              | -                                | 76                      | -                         | -                | -                 | -          | 76        | 1,500          |
| Professional Services                                     |                |                                  |                         |                           |                  |                   |            |           |                |
| Auditor                                                   | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 26,500         |
| General Consulting                                        | 150            | -                                | 5,602                   | -                         | -                | 8,698             | -          | 14,449    | 115,394        |
| Accounting Services                                       | -              | -                                | -                       | -                         | -                | 2,400             | -          | 2,400     | 28,800         |
| Graphics/Design                                           | -              | -                                | -                       | -                         | -                | -                 | -          | -         | -              |
| IT                                                        | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 5,000          |
| Website                                                   | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 24,500         |
| Legal                                                     | -              | -                                | -                       | -                         | -                | 1,013             | -          | 1,013     | 6,000          |
| Evaluation                                                | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 60,000         |
| Payroll                                                   | -              | -                                | -                       | -                         | -                | 594               | -          | 594       | 4,200          |
| Total Professional Services                               | 150            | -                                | 5,602                   | -                         | -                | 12,704            | -          | 18,456    | 270,394        |
| Supplies                                                  | -              | -                                | 619                     | -                         | -                | 877               | -          | 1,496     | 17,000         |
| Software                                                  | -              | -                                | 153                     | -                         | -                | 690               | -          | 843       | 31,300         |
| Telephone & Internet                                      | -              | -                                | 505                     | -                         | -                | 1,608             | -          | 2,113     | 15,000         |
| Travel & Conference                                       |                |                                  |                         |                           |                  |                   |            |           |                |
| Conference Registration                                   | -              | -                                | 300                     | -                         | -                | 925               | -          | 1,225     | 6,000          |
| Lodging/Transportation                                    | -              | -                                | 1,068                   | -                         | -                | 10                | -          | 1,078     | 10,000         |
| Meals                                                     | -              | -                                | 144                     | -                         | -                | -                 | -          | 144       | 4,500          |
| Mileage                                                   | -              | -                                | 93                      | -                         | -                | 102               | -          | 195       | 4,300          |
| Total Travel & Conference                                 | -              | -                                | 1,605                   | -                         | -                | 1,037             | -          | 2,642     | 24,800         |
| Professional Development                                  | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 9,200          |
| Contingency Fund                                          | -              | -                                | -                       | -                         | -                | -                 | -          | -         | 50,000         |
| <b>Total Expenses</b>                                     | 31,495         | 85,379                           | 293,643                 | 30,184                    | 2,536            | 32,210            | -          | 475,448   | 3,117,969      |
| <b>NET SURPLUS/(DEFICIT)</b>                              | (31,495)       | (85,379)                         | (254,647)               | (30,184)                  | (2,536)          | (32,210)          | 7,946      | (428,506) | (1,287,862)    |



**FIRST 5 MARIN**

Learn. Grow. Thrive.

**FINANCIAL STATEMENTS**

**September 30, 2025**

**First 5 Marin  
Statement of Net Position  
As of September 30, 2025**

|                                             | 9/30/2025        | 8/31/2025        | QTRLY Change     | Audited<br>Prior Year | YTD Chg.         |
|---------------------------------------------|------------------|------------------|------------------|-----------------------|------------------|
|                                             | Actual           | Actual           | Incr./ (Decr.)   | 6/30/2025             | Incr./ (Decr.)   |
| <b>Assets</b>                               |                  |                  |                  |                       |                  |
| Bank of Marin                               | 440,954          | 9,673            | 431,280          | 530,191               | (89,238)         |
| County Pooled Cash                          | 201,966          | 201,966          | -                | 201,966               | -                |
| LAIF - Non Pooled Investment                | 118,924          | 118,924          | -                | 117,635               | 1,289            |
| First 5 Marin Brokerage - LPL               | 1,390,999        | 1,787,723        | (396,724)        | 1,777,482             | (386,483)        |
| First 5 Marin Brokerage - LPL - Op. Reserve | 750,000          | 750,000          | -                | 750,000               | -                |
| Accounts Receivable                         | 90,941           | 252,103          | (161,162)        | 308,559               | (217,618)        |
| Interest Receivable                         | 5,213            | 3,845            | 1,368            | 2,332                 | 2,880            |
| Prepaid Other Expenses                      | 7,349            | 3,736            | 3,613            | 1,003                 | 6,345            |
| Prepaid Insurance                           | 14,438           | 15,384           | (946)            | 5,923                 | 8,515            |
| <b>Total Assets</b>                         | <b>3,020,782</b> | <b>3,143,353</b> | <b>(122,571)</b> | <b>3,695,092</b>      | <b>(674,309)</b> |
| <b>Liabilities and Fund Balance</b>         |                  |                  |                  |                       |                  |
| <b>Liabilities</b>                          |                  |                  |                  |                       |                  |
| Accounts Payable                            | 14,539           | 14,699           | (160)            | 164,390               | (149,850)        |
| Accrued Expenses                            | 84,603           | 84,603           | -                | 91,520                | (6,917)          |
| Accrued Payroll & Benefits                  | 24,552           | 24,552           | -                | 14,156                | 10,396           |
| Pension Liability                           | 8,115            | 15,531           | (7,416)          | 15,964                | (7,849)          |
| Deferred Revenue                            | -                | -                | -                | 31,693                | (31,693)         |
| <b>Total Liabilities</b>                    | <b>131,809</b>   | <b>139,385</b>   | <b>(7,576)</b>   | <b>317,722</b>        | <b>(185,912)</b> |
| <b>Fund Balance</b>                         |                  |                  |                  |                       |                  |
| Unrestricted Fund Balance                   | 2,888,973        | 3,003,968        | (114,995)        | 3,377,370             | (488,397)        |
| Temporarily Restricted Fund Balance         | -                | -                | -                | -                     | -                |
| <b>Total Fund Balance</b>                   | <b>2,888,973</b> | <b>3,003,968</b> | <b>(114,995)</b> | <b>3,377,370</b>      | <b>(488,397)</b> |
| <b>Total Liabilities and Fund Balance</b>   | <b>3,020,782</b> | <b>3,143,353</b> | <b>(122,571)</b> | <b>3,695,092</b>      | <b>(674,309)</b> |

## Budget to Actual Report for the Period Ended September 30, 2025

|                                  | Communications  | Grassroots<br>Capacity Bldg. | System<br>Strengthening | Public Policy/<br>Advocacy | Data<br>Information | General<br>Operating | Total            | FY 25/26<br>Budget |
|----------------------------------|-----------------|------------------------------|-------------------------|----------------------------|---------------------|----------------------|------------------|--------------------|
| <b>Revenues &amp; Cash</b>       |                 |                              |                         |                            |                     |                      |                  |                    |
| Prop 10 Revenue                  | -               | -                            | -                       | -                          | -                   | -                    | -                | 1,520,239          |
| Prop 56 Revenue                  | -               | -                            | -                       | -                          | -                   | -                    | -                | -                  |
| Other Revenues                   | -               | -                            | 72,472                  | -                          | -                   | -                    | 72,472           | 216,888            |
| Interest and Investment Income   | -               | -                            | -                       | -                          | -                   | -                    | -                | 92,980             |
| State Commission CSP             | -               | -                            | -                       | -                          | -                   | -                    | -                | -                  |
| Cash from Operating Funds        | -               | -                            | -                       | -                          | -                   | -                    | -                | -                  |
| <b>Total Revenues &amp; Cash</b> | <b>-</b>        | <b>-</b>                     | <b>72,472</b>           | <b>-</b>                   | <b>-</b>            | <b>-</b>             | <b>72,472</b>    | <b>1,830,107</b>   |
| <b>Expenditures To Date</b>      |                 |                              |                         |                            |                     |                      |                  |                    |
| Personnel Expenses               | 27,098          | 6,010                        | 121,616                 | 40,902                     | 2,917               | 15,649               | 214,193          | 862,140            |
| Projects                         | -               | 79,608                       | 193,255                 | -                          | 10,000              | -                    | 282,863          | 1,661,654          |
| Special Dept. Stipend            | -               | -                            | 1,250                   | -                          | -                   | -                    | 1,250            | 52,250             |
| Dues & Subscriptions             | -               | -                            | -                       | -                          | -                   | 2,838                | 2,838            | 13,531             |
| Equipment Rental                 | -               | -                            | -                       | -                          | -                   | 1,942                | 1,942            | 6,200              |
| Equipment Purchase               | -               | -                            | -                       | -                          | -                   | -                    | -                | 2,000              |
| Insurance                        | -               | -                            | -                       | -                          | -                   | 1,196                | 1,196            | 7,500              |
| Investment Fees                  | -               | -                            | -                       | -                          | -                   | 174                  | 174              | -                  |
| Lease Bldg.                      | 2,755           | 2,107                        | 8,589                   | 1,458                      | 648                 | 2,212                | 17,770           | 84,000             |
| Meetings                         | -               | -                            | -                       | -                          | -                   | 499                  | 499              | 6,000              |
| Printing                         | -               | -                            | -                       | -                          | -                   | -                    | -                | 3,500              |
| Postage & Shipping               | -               | -                            | 76                      | -                          | -                   | -                    | 76               | 1,500              |
| Professional Fees                | 150             | -                            | 14,916                  | 3,000                      | -                   | 27,280               | 45,346           | 270,394            |
| Supplies & Software              | -               | -                            | 883                     | -                          | -                   | 2,436                | 3,319            | 48,300             |
| Telephone & Internet             | -               | -                            | 758                     | -                          | -                   | 2,260                | 3,018            | 15,000             |
| Travel & Conference              | -               | -                            | 1,746                   | -                          | -                   | 1,037                | 2,783            | 24,800             |
| Professional Development         | -               | -                            | -                       | -                          | -                   | -                    | -                | 9,200              |
| Contingency Fund                 | -               | -                            | -                       | -                          | -                   | -                    | -                | 50,000             |
| <b>Total Expenditures</b>        | <b>30,003</b>   | <b>87,725</b>                | <b>343,089</b>          | <b>45,361</b>              | <b>13,565</b>       | <b>57,524</b>        | <b>577,267</b>   | <b>3,117,969</b>   |
| <b>Revenue over Expenditures</b> | <b>(30,003)</b> | <b>(87,725)</b>              | <b>(270,616)</b>        | <b>(45,361)</b>            | <b>(13,565)</b>     | <b>(57,524)</b>      | <b>(504,794)</b> | <b>(1,287,862)</b> |

**First 5 Marin**  
**Income Statement - Internal**  
**For the Period Ended September 30, 2025**

|                                                           | Communications  | Grass Roots<br>Capacity Building | System<br>Strengthening | Public<br>Policy/Advocacy | Data Information | General Operating | Investment    | Total            | FY24/25 Budget     |
|-----------------------------------------------------------|-----------------|----------------------------------|-------------------------|---------------------------|------------------|-------------------|---------------|------------------|--------------------|
| <b>Revenues</b>                                           |                 |                                  |                         |                           |                  |                   |               |                  |                    |
| Prop 10 Annual Tax Allocation                             | -               | -                                | -                       | -                         | -                | -                 | -             | -                | 1,520,239          |
| Prop 56 Annual Tax Allocation                             | -               | -                                | -                       | -                         | -                | -                 | -             | -                | -                  |
| Other Revenue                                             | -               | -                                | 72,472                  | -                         | -                | -                 | -             | 72,472           | 216,888            |
| Interest Income                                           | -               | -                                | -                       | -                         | -                | -                 | 13,651        | 13,651           | 92,980             |
| Investment Gain/Loss                                      | -               | -                                | -                       | -                         | -                | -                 | 2,747         | 2,747            | -                  |
| Assets Released from Restriction - Unrestricted           | -               | -                                | -                       | -                         | -                | -                 | -             | -                | -                  |
| Assets Released from Restriction - Temporarily Restricted | -               | -                                | -                       | -                         | -                | -                 | -             | -                | -                  |
| <b>Total Revenues</b>                                     | <b>-</b>        | <b>-</b>                         | <b>72,472</b>           | <b>-</b>                  | <b>-</b>         | <b>-</b>          | <b>16,397</b> | <b>88,870</b>    | <b>1,830,107</b>   |
| <b>Expenses</b>                                           |                 |                                  |                         |                           |                  |                   |               |                  |                    |
| Salary & Benefits                                         | 27,098          | 6,010                            | 121,616                 | 40,902                    | 2,917            | 15,649            | -             | 214,193          | 862,140            |
| Projects                                                  |                 |                                  |                         |                           |                  |                   |               |                  |                    |
| Communications                                            | -               | -                                | -                       | -                         | -                | -                 | -             | -                | 20,000             |
| Grassroots for Capacity Building                          | -               | 79,608                           | -                       | -                         | -                | -                 | -             | 79,608           | 73,000             |
| System Strengthening                                      | -               | -                                | 193,255                 | -                         | -                | -                 | -             | 193,255          | 1,470,654          |
| Public Policy/Advocacy                                    | -               | -                                | -                       | -                         | -                | -                 | -             | -                | 98,000             |
| Data Information                                          | -               | -                                | -                       | -                         | 10,000           | -                 | -             | 10,000           | -                  |
| General Operating                                         | -               | -                                | -                       | -                         | -                | -                 | -             | -                | -                  |
| <b>Total Projects</b>                                     | <b>-</b>        | <b>79,608</b>                    | <b>193,255</b>          | <b>-</b>                  | <b>10,000</b>    | <b>-</b>          | <b>-</b>      | <b>282,863</b>   | <b>1,661,654</b>   |
| Special Dept. Expense - Stipend                           | -               | -                                | 1,250                   | -                         | -                | -                 | -             | 1,250            | 52,250             |
| Dues & Subscriptions                                      | -               | -                                | -                       | -                         | -                | 2,838             | -             | 2,838            | 13,531             |
| Equipment Purchase                                        | -               | -                                | -                       | -                         | -                | -                 | -             | -                | 2,000              |
| Equipment Rental                                          |                 |                                  |                         |                           |                  |                   |               |                  |                    |
| Copy Machine                                              | -               | -                                | -                       | -                         | -                | 1,942             | -             | 1,942            | 6,200              |
| Postage Machine                                           | -               | -                                | -                       | -                         | -                | -                 | -             | -                | -                  |
| <b>Total Equipment Rental</b>                             | <b>-</b>        | <b>-</b>                         | <b>-</b>                | <b>-</b>                  | <b>-</b>         | <b>1,942</b>      | <b>-</b>      | <b>1,942</b>     | <b>6,200</b>       |
| Insurance                                                 |                 |                                  |                         |                           |                  |                   |               |                  |                    |
| General Liability                                         | -               | -                                | -                       | -                         | -                | 578               | -             | 578              | 7,500              |
| Directors & Officers                                      | -               | -                                | -                       | -                         | -                | 618               | -             | 618              | -                  |
| <b>Total Insurance</b>                                    | <b>-</b>        | <b>-</b>                         | <b>-</b>                | <b>-</b>                  | <b>-</b>         | <b>1,196</b>      | <b>-</b>      | <b>1,196</b>     | <b>7,500</b>       |
| Admin & Bank Fees                                         | -               | -                                | -                       | -                         | -                | 174               | -             | 174              | -                  |
| Lease Building                                            | 2,755           | 2,107                            | 8,589                   | 1,458                     | 648              | 2,212             | -             | 17,770           | 84,000             |
| Meetings                                                  | -               | -                                | -                       | -                         | -                | 499               | -             | 499              | 6,000              |
| Printing                                                  | -               | -                                | -                       | -                         | -                | -                 | -             | -                | 3,500              |
| Postage & Shipping                                        | -               | -                                | 76                      | -                         | -                | -                 | -             | 76               | 1,500              |
| Professional Services                                     |                 |                                  |                         |                           |                  |                   |               |                  |                    |
| Auditor                                                   | -               | -                                | -                       | -                         | -                | -                 | -             | -                | 26,500             |
| General Consulting                                        | 150             | -                                | 14,331                  | 3,000                     | -                | 9,896             | -             | 27,378           | 115,394            |
| Accounting Services                                       | -               | -                                | -                       | -                         | -                | 4,800             | -             | 4,800            | 28,800             |
| Graphics/Design                                           | -               | -                                | -                       | -                         | -                | 2,987             | -             | 2,987            | -                  |
| IT                                                        | -               | -                                | -                       | -                         | -                | 1,525             | -             | 1,525            | 5,000              |
| Website                                                   | -               | -                                | 585                     | -                         | -                | -                 | -             | 585              | 24,500             |
| Legal                                                     | -               | -                                | -                       | -                         | -                | 7,239             | -             | 7,239            | 6,000              |
| Evaluation                                                | -               | -                                | -                       | -                         | -                | -                 | -             | -                | 60,000             |
| Payroll                                                   | -               | -                                | -                       | -                         | -                | 833               | -             | 833              | 4,200              |
| <b>Total Professional Services</b>                        | <b>150</b>      | <b>-</b>                         | <b>14,916</b>           | <b>3,000</b>              | <b>-</b>         | <b>27,280</b>     | <b>-</b>      | <b>45,346</b>    | <b>270,394</b>     |
| Supplies                                                  | -               | -                                | 646                     | -                         | -                | 1,401             | -             | 2,047            | 17,000             |
| Software                                                  | -               | -                                | 237                     | -                         | -                | 1,035             | -             | 1,272            | 31,300             |
| Telephone & Internet                                      | -               | -                                | 758                     | -                         | -                | 2,260             | -             | 3,018            | 15,000             |
| Travel & Conference                                       |                 |                                  |                         |                           |                  |                   |               |                  |                    |
| Conference Registration                                   | -               | -                                | 300                     | -                         | -                | 925               | -             | 1,225            | 6,000              |
| Lodging/Transportation                                    | -               | -                                | 1,068                   | -                         | -                | 10                | -             | 1,078            | 10,000             |
| Meals                                                     | -               | -                                | 144                     | -                         | -                | -                 | -             | 144              | 4,500              |
| Mileage                                                   | -               | -                                | 234                     | -                         | -                | 102               | -             | 336              | 4,300              |
| <b>Total Travel &amp; Conference</b>                      | <b>-</b>        | <b>-</b>                         | <b>1,746</b>            | <b>-</b>                  | <b>-</b>         | <b>1,037</b>      | <b>-</b>      | <b>2,783</b>     | <b>24,800</b>      |
| Professional Development                                  | -               | -                                | -                       | -                         | -                | -                 | -             | -                | 9,200              |
| Contingency Fund                                          | -               | -                                | -                       | -                         | -                | -                 | -             | -                | 50,000             |
| <b>Total Expenses</b>                                     | <b>30,003</b>   | <b>87,725</b>                    | <b>343,089</b>          | <b>45,361</b>             | <b>13,565</b>    | <b>57,524</b>     | <b>-</b>      | <b>577,267</b>   | <b>3,117,969</b>   |
| <b>NET SURPLUS/(DEFICIT)</b>                              | <b>(30,003)</b> | <b>(87,725)</b>                  | <b>(270,616)</b>        | <b>(45,361)</b>           | <b>(13,565)</b>  | <b>(57,524)</b>   | <b>16,397</b> | <b>(488,397)</b> | <b>(1,287,862)</b> |

## MEMORANDUM

**TO:** First 5 Marin Children and Families Commission

**FROM:** Kristen M. Rogers & Ben Gevercer

**DATE:** November 13, 2025

**RE:** Consideration of a Potential Ballot Measure to Support Child Care in Marin County

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## INTRODUCTION

At its October 8, 2025 meeting, the First 5 Marin County Children and Families Commission requested that staff report back on options for a potential countywide ballot measure to support child care and early learning in Marin County. This memorandum outlines a potential framework for such a measure, informed by a review of similar measures in other Bay Area counties, and provides recommendations regarding revenue sources, program design, and oversight.

## BACKGROUND

Marin County is experiencing a child care crisis driven by exceptionally high costs, unmet demand, and a shrinking provider workforce. Licensed child care in Marin now costs an average of \$2,315 per month per child, a 38% increase since 2018 and 24% higher than the California statewide average.<sup>1</sup> When combined with the average housing cost of \$3,359 per month, families may face nearly \$5,674 per month in basic household and child care expenses before food, transportation, utilities, and taxes are even considered.<sup>2</sup> Families pay 40% more for center-based preschool in Marin than the statewide average.<sup>3</sup> These costs force difficult tradeoffs, including whether both parents can remain in the workforce or whether one parent must reduce work hours or stay home entirely.

At the same time, access to licensed child care remains limited. An estimated 52% of children ages 0–12 with working parents in Marin do not have access to a licensed child

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<sup>1</sup> Marin County Child Care Comm’n, 2024 Early Learning & Care Needs Assessment 9 (2024).

<sup>2</sup> *Id.* at 10.

<sup>3</sup> *Id.* at 9.

care space.<sup>4</sup> The number of licensed child care providers in Marin is also declining: in 2024 there were 319 licensed providers, a 7.4% decrease from 2023.

Meanwhile, the early childhood workforce faces low wages that do not reflect the cost of living in Marin. Average hourly wages are \$23.50 for assistant teachers, \$29.00 for teachers, and \$42.28 for directors.<sup>5</sup> Yet, according to the MIT Living Wage Calculator, a single working parent with one child in Marin would need to earn \$64.67 per hour to meet basic living costs, and two working parents with one child would each need to earn \$34.75 per hour.<sup>6</sup> The mismatch between these wages and the local cost of living makes it increasingly difficult to attract and retain qualified child care staff, contributing to reduced capacity and long waiting lists for families.

These pressures on parents, providers, and the local economy mirror challenges faced across the Bay Area. Affordable, high-quality child care and early education are essential to family well-being and workforce participation, yet supply and affordability lag behind demand throughout the region.

Some counties have begun to act. In 2024, Sonoma County voters approved Measure I, a 0.25 percent sales tax expected to raise \$30 million annually to expand early education and maintain the local children's health care safety net. In 2020, Alameda County voters passed Measure C, a 0.5 percent sales tax passed, generating \$150 million each year for child-care slots, wage enhancements, and family-based provider support.

These measures demonstrate how dedicated local revenue streams can begin to close the gaps in access, affordability, and quality of care that persist in places like Marin County.

### **Potential Ballot Measure To Support Child Care In Marin County**

#### **A. Revenue Options**

Following the example in Alameda and Sonoma, we have reviewed available county revenue options that support long-term, stable funding to support children, families, and the early childhood workforce. As described later in this memorandum, the California Constitution requires all local taxes be approved by the voters. Cal. Const. art. XIII C, § 2.

Both Alameda County and Sonoma County child care ballot measures imposed local sales taxes. However, that option is not available in Marin County. State law limits the

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<sup>4</sup> *Id.* at 11.

<sup>5</sup> *Id.* at 15.

<sup>6</sup> Mass. Inst. of Tech., *Living Wage Calculation for Marin County, California*, Living Wage Calculator (last updated Feb. 10, 2025), <https://livingwage.mit.edu/counties/06041>

combined local sales tax rate to 2 percent within a county, including all cities. Rev. & Tax Code § 7251.1. If a jurisdiction imposes a tax that pushes the rate above the authorized limit, the state will not collect the local sales tax. Several cities in Marin County have a 2 percent local sales tax rate. Therefore, without future authorization by the State Legislature, the county could not impose a new local sales tax at this time.

An alternative source of steady revenue is a parcel tax: a type of special tax imposed on real property within a designated jurisdiction, usually at a uniform rate that does not depend on a property's assessed value. The County may impose a uniform parcel tax on real property in the county. Gov't Code § 23027. A "uniform" parcel tax must apply to all parcels, but it does not require all parcels to pay the same tax rate. *See Traiman v. Alameda Unified Sch. Dist.*, 94 Cal. App. 5th 89, 98 (2023). In *Traiman*, the Court of Appeal upheld a parcel tax structured at \$0.265 per building square foot, capped at \$7,999 per parcel, confirming that a square-foot basis with a cap still satisfies the uniformity requirement.

A County parcel tax measure must specify the tax rate, the method of collection, and the election date. Gov't Code §§ 50077(a), 23027. The parcel tax measure must also be consistent with Proposition 62 (codified in Gov't Code § 53720 et seq.) and include the following:

1. A statement indicating the specific purposes of the special tax;
2. A requirement that the proceeds be applied only to the specific purposes identified in the measure;
3. The creation of an account into which the proceeds are deposited; and
4. An annual report by the county's chief fiscal officer regarding the amount of funds collected and expended and the status of any project required or authorized to be funded by the measure.

*Id.* §§ 50075.1, 50075.3.

For instance, Marin County voters approved the Marin Wildfire Prevention Authority's Measure C in March 2020, attached to this memorandum as **Attachment 1**. Measure C established a parcel tax based on building square footage, set at \$0.10 per building square foot per year, with maximum caps established according to parcel, class of property improvement, and use of property. Measure C's tax applies to both residential and commercial properties, with the total amount adjusted annually for inflation. The revenue is dedicated to wildfire prevention activities and is monitored through independent oversight and annual audits.

Given that a local sales tax is unavailable, we recommend that any Marin County child care ballot measure rely on a parcel tax, similar to Measure C, as its funding mechanism.<sup>7</sup> Based on the parameters of Measure C, a parcel tax could generate approximately \$23 million per year. Accordingly, a parcel tax provides the most feasible and durable local revenue option for supporting child care and early learning services in Marin County.

### **B. Funding Childcare Priorities in Marin County**

To guide the allocation of revenues, the potential Marin County child care ballot measure could adopt a spending framework modeled on Sonoma County's Measure I, which provides a clear structure for investment and oversight. Measure I is attached to this memorandum as **Attachment 2**.

#### *Expenditures On Child Care And Early Childhood Education*

Sonoma County's Measure I dedicates 60 percent of annual revenues to early care and education, with the remaining balance directed toward children's health and mental health services. In light of the significant unmet need for early care and education in Marin County, we recommend that all revenues generated by the proposed measure be allocated exclusively to early care and education services.

Like in Measure I, we would recommend allocating these funds to three priorities:

1. To increase the number of low- and middle-income children from birth through age five with access to safe, nurturing, affordable, and high-quality childcare, preschool, and early education services across the county, with priority for children who (1) are homeless, (2) are from historically underserved communities.

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<sup>7</sup> One key difference from Measure C is that a county cannot include parcel tax exemptions. County parcel taxes must be applied uniformly to all real property, except that unimproved parcels may be taxed at a lower rate. Gov't Code § 23027. Unlike school districts and many other special districts which may offer senior or disability exemptions under Government Code § 50079, counties have no statutory authority to create exemptions, and courts have held that jurisdictions may not create exemptions beyond those expressly permitted. See *Borikas v. Alameda Unified Sch. Dist.*, 214 Cal. App. 4th 135, 163-64 (2013).

2. To improve compensation and benefits of childcare providers and early educator employees.

3. To develop, maintain, upgrade, and expand, as needed, early care and education facilities.

The measure would specify that revenue could not supplant existing funding, ensuring that new revenues supplement—rather than replace—state and federal programs. Revenue would also be available to efficiently administer to the program.

#### *Administration and Governance*

Measure I designates the First 5 Sonoma County Commission as the administering agency. First 5 Sonoma County must develop a proposed annual spending plan, identifying program priorities, grantmaking, and investments based on community needs and advisory input. The Sonoma County Board of Supervisors then reviews and approves this spending plan each year.

Similarly, we recommend that the First 5 Marin County Children and Families Commission serve as the administering agency for a Marin County ballot measure, given its statutory mission, more than 20 year of experience in distributing tax revenue, existing grant-making capacity, and long-standing role in convening early childhood partners, including families, across the county. Consistent with Sonoma County's approach, the Board of Supervisors would retain annual appropriation authority over all measure revenues and approve the spending plan developed by First 5. First 5 would be responsible for developing the annual program and expenditure plan, issuing funding allocations, and overseeing implementation consistent with the measure's purpose. It would also manage fiscal accountability through performance monitoring, annual audits, and transparent reporting.

#### *Community Advisory Council*

To ensure strong community voice and equity, Measure I established an eleven-member Community Advisory Council (CAC) appointed by the Board of Supervisors. We would propose adopting the same transparency and community-led model.

CAC membership would be designed to reflect the breadth of the local early-childhood ecosystem: two parents of children under six (one with experience on a subsidy waitlist); multiple child-care workforce representatives, including both center-based and family child care providers; an early-education center director; and a representative of the local resource and referral network. The CAC would advise First 5 on program priorities, review the annual expenditure plan, promote workforce development, and evaluate the Fund's effectiveness. It would also review the measure-mandated audit and recommend improvements in transparency and community engagement.

### **C. Placing a Child Care Measure on the Ballot**

If the Commission decides to move forward with a measure, the Commission must approve the measure and then request that the Board of Supervisors place the measure on the ballot at the next general election. If the Board of Supervisors placed the measure on the ballot, as a special parcel tax, it would require a two-thirds vote for passage. Cal. Const. art. XIII C, § 2(d).

There is also an alternate path under the Elections Code, which allows voters to propose a ballot measure by petition. Voters in Alameda County and Sonoma County qualified the child care initiatives described above through this process. The proponents of a county initiative have 180 days to collect enough signatures to qualify an initiative. Elec. Code § 9110. If a sufficient number of valid signatures are collected in that timeframe, the Board of Supervisors must submit the ordinance to the voters. *Id.* § 9118. If voters qualify an initiative special tax, the measure would require a simple majority for passage.

Under either approach, any proposed measure must be placed on the ballot by the Board of Supervisors no later than August 7, 2026 in order to appear on the November 2026 ballot. *Id.* §§ 9118(b), 1405.

### **D. Commission Action**

The Commission may choose to take any of the following actions at this time:

1. Direct staff to prepare a draft ordinance for a parcel tax measure consistent with the framework described in this memorandum, and return at a future meeting for Commission review and potential approval.
2. Defer action to allow for additional study. This would allow staff to refine revenue estimates, consult with county partners, and conduct targeted stakeholder engagement before returning with a more developed proposal.
3. Decline to proceed with developing a ballot measure at this time, concluding the Commission's consideration of this item unless revisited at a future date.

**Staff Recommendation:** Staff recommends Option 2. Further analysis and engagement will help ensure that any ballot measure is both feasible and aligned with county needs.

## **Attachment 1**

**ORDINANCE NO.3716**  
**FULL TEXT OF THE MARIN WILDFIRE PREVENTION MEASURE TO**  
**FUND THE MARIN WILDFIRE PREVENTION AUTHORITY THROUGH AN ORDINANCE OF**  
**THE COUNTY OF MARIN TO AUTHORIZE THE LEVY OF A SPECIAL PARCEL TAX**

THE BOARD OF SUPERVISORS OF THE COUNTY OF MARIN ORDAINS AS FOLLOWS:

**SECTION 1. AUTHORIZATION, PURPOSE, AND INTENT.**

It is the purpose and intent of this Ordinance to authorize the levy of a tax on parcels of real property on the secured property tax roll of Marin County that are within the jurisdiction of the Member Taxing Entities to the Joint Exercise of Powers Agreement for the Marin Wildfire Prevention Authority.

Pursuant to the authority of Government Code Section 53978, 50075 et seq., and other applicable law, following the certification of results of the March 3, 2020 election, if two-thirds of the voters vote "yes" to the ballot question authorized under Section 7 of this Ordinance, there shall hereby be levied and assessed a special parcel tax by the County of Marin, on behalf of itself and Member Taxing Entities, on all parcels of real property in the Member Taxing Entities for each fiscal year. It is the purpose and intent of this ordinance to impose a special parcel tax for fire protection and prevention services, including but not limited to vegetation management; wildfire detection; evacuation plans and alerts; grants; public education; defensible space and fire-resistant structure evaluations; and local-specific wildfire prevention efforts.

The revenues raised by this tax are to be used solely to plan, finance, implement, manage, own, and operate a multi-jurisdictional agency to prevent and mitigate wildfires in Marin County. Such funds shall be spent and administered in each of the five Marin Wildfire Prevention Authority Operational Zones, as set forth in Exhibit 1.

**SECTION 2. DEFINITIONS.**

The following definitions shall apply throughout this Ordinance.

A. "Member Taxing Entities" means the following local agencies: the cities of San Rafael, Mill Valley and Larkspur; the towns of San Anselmo, Corte Madera, Fairfax, and Ross; the County of Marin (including Service Areas 13, 19 and 31); the Fire Protection Districts of Southern Marin, Novato, Kentfield, Stinson Beach, Bolinas, and Sleepy Hollow, the Marinwood Community Services District, the Inverness Public Utility District, and Muir Beach Community Services District.

B. "Parcel" means the land and any improvements thereon, designated by an assessor's parcel map and parcel number and carried on the secured property tax roll of Marin County. For the purposes of this Ordinance, parcel does not include any land or improvements owned by any governmental agency.

C. "Fiscal year" means the period of July 1 through the following June 30.

D. "Marin Wildfire Prevention Authority Operational Zones" means the five operational areas of Marin County, including West Marin, Novato, San Rafael, Central Marin, and Southern Marin. The boundaries of these five areas are set forth in Exhibit 1.

E. "Consumer Price Index" means the Consumer Price Index for all Urban Consumers (CPI-U) for the San Francisco-Oakland-San Jose Area (1982-84=100) as published by the U.S. Department of Labor, Bureau of Labor Statistics. If the Consumer Price Index is discontinued or revised, another similar government index or computation shall be utilized, as determined by the Board of Directors.

F. "Joint Powers Agreement" means the Joint Exercise of Powers Agreement for the Marin Wildfire Prevention Authority between the Member Taxing Entities.

G. "Low-income" means the parcel owner's income is equal to or lower than the U.S. Department of Housing and Urban Development (HUD) income limits used to determine eligibility for assisted housing programs as set forth in the San Francisco, California HUD Metro FMR Area rates published annually. If the income limits used to determine eligibility for assisted housing programs by HUD is discontinued or revised, another similar government index or computation shall be utilized, as determined by the Board of Directors.

### **SECTION 3. SPECIAL PARCEL TAX IMPOSED.**

A special parcel tax for the purpose specified in Section 1 of this ordinance shall be imposed on all parcels of real property within the jurisdictional boundaries of the Member Taxing Entities, as set forth in the map attached hereto as Exhibit 2, for a period of ten (10) years. The County of Marin defines certain classes of properties that appear on the assessment roll, which may be updated as necessary.

The maximum amount of the special parcel tax for each fiscal year shall be as follows, as adjusted annually by the Consumer Price Index:

| Improvement Status | Property Type                                                                                                                                                                           | Maximum Rate | Per                  |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------------|
| Improved           | Agricultural Preserve Contract and Agricultural Preserve Farmland Security Zone (Use Codes 33 and 35)                                                                                   | \$0.1000     | Building Square Foot |
|                    | Commercial (Use Code 51)                                                                                                                                                                |              |                      |
|                    | Historical Property (Mills Act) (Use Code 38)                                                                                                                                           |              |                      |
|                    | Industrial (Use Code 41)                                                                                                                                                                |              |                      |
|                    | Multiple Family Residential, fewer than 3 units (Use Code 21)                                                                                                                           |              |                      |
|                    | Open Space Contract (Use Code 37)                                                                                                                                                       |              |                      |
|                    | Rural (Use Code 31)                                                                                                                                                                     |              |                      |
|                    | Single Family Residential, Single Family Residential, One Living Unit, single Family Residential, one living Unit with Second Dwelling Unit (Use Code 11) and True Duplex (Use Code 21) |              |                      |
|                    | Attached Single Family Residential Improved (includes condominiums, townhouses, attached Planned Unit Developments, and co-ops) (Use Code 14)                                           |              |                      |
|                    | Multifamily Residential, 3 or more units (Use Code 21)                                                                                                                                  |              |                      |
| Improved           | Multifamily Residential, 3 or more units (Use Code 21)                                                                                                                                  | \$75.00      | Unit                 |

|            |                                                                                                                          |          |        |
|------------|--------------------------------------------------------------------------------------------------------------------------|----------|--------|
| Unimproved | All Non-Exempt vacant, less than or equal to 0.25 acres (Use Codes 10, 20, 30, 32, 34, 36, 40, 51)                       | \$25.00  | Parcel |
| Unimproved | All Non-Exempt vacant, greater than 0.25 acres up to and including 0.50 acres (Use Codes 10, 20, 30, 32, 34, 36, 40, 51) | \$100.00 | Parcel |
| Unimproved | All Non-Exempt vacant, greater than 0.50 acres (Use Codes 10, 20, 30, 32, 34, 36, 40, 51)                                | \$150.00 | Parcel |

Before the beginning of each fiscal year, the Board of Directors for the Marin Wildfire Prevention Authority shall adjust the maximum parcel tax to be levied upon the parcels for the upcoming fiscal year as adjusted by inflation. The Board of Directors for the Marin Wildfire Prevention Authority may direct the County of Marin to set a parcel tax not to exceed the maximum parcel tax as adjusted by inflation. Annually, the Board of Directors may set a lower parcel tax rate at its discretion.

The maximum tax per year for each property type shall be adjusted to reflect any increase in the Consumer Price Index beyond the first fiscal year the parcel tax is levied. Change in the Consumer Price Index shall be calculated from February of the immediately preceding year to February of the current year, or 3%, whichever is less.

The records of the Marin County Tax Collector each year shall provide the basis for determining the calculation of the special parcel tax applicable to each parcel, with such corrections as deemed necessary by the Board of Directors for the Marin Wildfire Prevention Authority to reflect the actual use and improvement of any parcel.

#### **SECTION 4. SPECIAL FUND, USE OF TAX PROCEEDS.**

The proceeds of the special tax imposed by this ordinance shall be placed in a special fund to be used solely for the purpose of providing wildfire protection and prevention services, for use within the Member Taxing Entities' jurisdiction (See Exhibits 1-3). Specifically, all proceeds from the parcel tax will be provided to Marin Wildfire Prevention Authority for fire protection and prevention services, including but not limited to vegetation management; wildfire detection; evacuation plans and alerts; grants; public education; defensible space and fire-resistant structure evaluations; and local-specific wildfire prevention efforts.

#### **SECTION 5. TAXES AS LIENS AGAINST THE PROPERTY.**

The amount of taxes for each parcel each fiscal year shall constitute a lien on such property in accordance with Revenue and Taxation Code Section 2187 and shall have the same effect as an ad valorem real property tax lien until fully paid. Said special parcel tax, together with all penalties and interest thereon, shall constitute until paid, to the extent authorized by law, a personal obligation to the County of Marin by the persons who own the parcel on the date the tax is due.

This tax is a special tax within the meaning of Section 4 of Article XIII A of the California Constitution. Because the burden of this tax falls upon property, this tax also is a property tax, but this tax is not determined according to nor in any manner based upon the value of property; this tax is levied on a parcel, class of improvement, and use of property basis. Insofar as not inconsistent with this Ordinance or with legislation authorizing special taxes, and insofar as applicable to a property tax that is not based on value, such provisions of the California Revenue

and Taxation Code and of Article XIII of the California Constitution as relate to ad valorem property taxes apply to the collection and administration of this tax (Severability Clause of Section 10).

#### **SECTION 6. COLLECTION.**

The taxes on each parcel shall be billed on the secured roll tax bills for ad valorem property taxes and shall be due to the County of Marin. Insofar as feasible and insofar as not inconsistent with this Ordinance, the taxes are to be collected in the same manner in which the County of Marin collects secured roll ad valorem property taxes. Insofar as feasible and insofar as not inconsistent with the Ordinance, the times and procedures regarding exemptions, due dates, installment payments, correction, cancellations, refunds, late payments, penalties, liens, and collections for secured roll ad valorem property taxes shall be applicable to the collection of this tax. Notwithstanding anything to the contrary in the foregoing, as to this tax: (1) the secured roll tax bills shall be the only notices required for this tax; and (2) the homeowners and veterans' exemptions shall not be applicable to this tax because such exemptions are determined by dollar amount of value. The reasonable costs incurred by the County officers collecting this tax shall be deducted from the collected taxes.

#### **SECTION 7. BALLOT LANGUAGE.**

An election shall be held on March 3, 2020, on the issue of authorizing a parcel tax to fund the Marin Wildfire Prevention Authority. The Board of Supervisors orders that the following question be placed as a Measure on the ballot on behalf of the 17 Member Taxing Entities to authorize a parcel tax to fund the Marin Wildfire Prevention Authority for a period of 10 years:

**Marin Wildfire Prevention Measure.** To support coordinated wildfire prevention including early detection, warning and alerts; reducing vegetation; ensuring defensible space around homes, neighborhoods and critical infrastructure; and improving disaster evacuation routes/procedures; shall the Marin Wildfire Prevention Measure, levying up to 10¢ per building square foot tax (\$75 per multifamily unit or as described in the full measure) for ten years, providing \$19,300,000 annually, with annual inflation adjustments, independent citizen oversight/audits, and low-income senior exemptions, be adopted?

#### **SECTION 8. ADMINISTRATION AND AMENDMENT.**

The Board of Supervisors by resolution may adopt procedures or definitions for the implementation or administration of the special parcel tax, with approval of the Board of Directors of the Marin Wildfire Prevention Authority. The Board of Supervisors shall be empowered to amend this ordinance by an affirmative vote of at least a majority of its members to carry out the general purposes of this ordinance, to conform the provisions of this ordinance to applicable state law, to modify the methods of collection, or to assign the duties of public officials under this ordinance, with approval of the Board of Directors of the Marin Wildfire Prevention Authority.

In no event shall the Board of Supervisors amend this ordinance to increase the maximum amount of the special parcel tax established in Section 2 of this ordinance or modify the purposes for which the tax proceeds were established in Section 4 of this ordinance unless approved by two-thirds of the voters voting thereon.

#### **SECTION 9. LOW-INCOME SENIOR AND OTHER EXEMPTIONS.**

The special parcel tax shall not be imposed upon any parcel that is exempt from the special parcel tax pursuant to any provision of the United States Constitution, California Constitution, California State law, or any paramount law. The special parcel tax shall not be imposed upon any Low-income owner, age sixty-five (65) years and over as of July 1 of each applicable Fiscal Year, of a

parcel used solely for owner-occupied single-family residential purposes, if the owner obtains an annual exemption to the special tax upon approval of the Marin Wildfire Prevention Authority. Additionally, parcels which are classified by County Assessor Use Codes 12, 13, 15, and 53-90 are exempt from this special tax. These exemptions include churches, non-profits and local governments that meet the standards for exemption from ad valorem tax.

#### **SECTION 10. SEVERABILITY.**

If any provision, section, subsection, sentence, phrase or clause of this Ordinance is for any reason held to be invalid, such decision shall not affect the validity of the remaining portion of the Ordinance. The voters hereby declare that they would have adopted the remainder of this Ordinance, including each provision, section, subsection, sentence, phrase or clause, irrespective of the invalidity of any other provision, section, subsection, sentence, phrase or clause.

#### **SECTION 11. EFFECTIVE DATE.**

This Ordinance shall take effect immediately following the certification of results of the March 3, 2020 election if two-thirds of the voters vote "yes" to the ballot question authorized under Section 7, and taxes shall first be levied hereunder for the fiscal year beginning July 1, 2020.

#### **SECTION 12. TERMINATION.**

Unless extended by another vote of the electorate pursuant to state law, the levying of the parcel tax is limited to ten (10) years. Notwithstanding the previous sentence, Section 6 relating to collection and enforcement of liens or obligations for the special tax shall continue until collections have been completed.

#### **SECTION 13. CITIZEN OVERSIGHT AND AUDITS.**

The Marin Wildfire Prevention Authority will create a Citizens' Oversight Committee to report on the spending of the parcel tax funds and the previous year's work program to evaluate consistency with the tax measure. Additionally, an independent annual audit of the accounts and records of the Marin Wildfire Prevention Authority will be conducted to comply with all requirements of Government Code Sections 6505, 6505.1, 6505.5, and 6505.6.

#### **SECTION 14. VOTE.**

**PASSED AND ADOPTED** at a regular meeting of the Board of Supervisors of the County of Marin, State of California, on this 19th day of November 2019, by the following vote:

AYES: SUPERVISORS Judy Arnold, Dennis Rodoni, Damon Connolly, Katie Rice,  
Kathrin Sears

NOES: NONE  
ABSENT: NONE



\_\_\_\_\_  
PRESIDENT, BOARD OF SUPERVISORS

ATTEST:



\_\_\_\_\_  
CLERK

## **Attachment 2**



## Local Ballot Measure: I

# Measure I

## County of Sonoma

### Measure Question

**Simple Majority Needed to Pass**

To improve the health and well-being of Sonoma County children, including: Increasing access to child care and early childhood education to start kindergarten ready; increasing access to vital children's preventive health care and mental health services; preventing child abuse/neglect; and prioritizing children impacted by homelessness and trauma, shall Sonoma County establish a ¼-cent sales tax, providing \$30,000,000 annually, until ended by voters, subject to independent audits and review by an oversight commission?

### What Your Vote Means

| YES                                                                                                                                                                                                                                                                                                                  | NO                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| A "yes" vote on Measure I is a vote to approve a 0.25% transactions and use tax on the sale and use of tangible property within Sonoma County, including incorporated and unincorporated areas, until ended by the voters, to fund early childcare, education and health care for children with high priority needs. | A "no" vote on Measure I will prohibit the County from imposing the proposed sales tax. |

### For and Against Measure I

| FOR                                                                                                                                                                                                                                                                                                           | AGAINST                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| Jose E Morales, MD-MPH<br>Pediatric Physcian<br><br>SANTA ROSA METRO CHAMBER<br>Ananda Sweet, Interim CEO<br><br>Kirstyne Lange<br>President, NAACP Sonoma<br><br>Sonu Chandi<br>Chandi Hospitality Group, Owner and CEO<br><br>COMMUNITY CHILD CARE COUNCIL OF SONOMA<br>COUNTY (4Cs)<br>Melanie Dodson, CEO | No argument was submitted against Measure I |



## Local Ballot Measure: I

| County Counsel's Impartial Analysis of Measure I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | County Auditor's Fiscal Impact Statement — Measure I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  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| <p>Measure I asks voters whether the County should impose a 0.25% transactions and use tax on the sale and use of tangible personal property within Sonoma County, including incorporated and unincorporated areas, until ended by the voters. The tax would provide funding for (1) childcare, preschool and early childhood education for low- and middle-income children and families in Sonoma County, and (2) the local children's health care safety net. Measure I was placed on the ballot by a petition signed by the requisite numbers of voters.</p> <p>Proceeds from the tax would be deposited into a special "Sonoma County Child Care and Children's Health Fund" ("Fund") held by the Sonoma County Auditor-Controller-Treasurer-Tax-Collector. Fund proceeds could only be used for the purposes set out in the measure, as follows: after administrative expenses, 60% of the Fund would be available to support early childhood education by increasing the number of low- and middle-income children ages 0-5 with access to child care, preschool and early education services, with priority for homeless, underserved communities, or others with high priority needs; improving compensation and benefits for child care providers and early educator employees; developing, maintaining, upgrading, and expanding early care and education facilities. The remaining 40% would be dedicated to support the local children's health and mental health care safety net, including expanding staff for perinatal and pediatric specialties and exploring programs that enable pediatric patients and their families to better access community-based, pediatric health care and mental services. Expenditures from the Fund may not be used to displace county or state funding for the same purposes. Measure I requires an annual financial audit conducted by an independent certified accountant that shall be made available to the public.</p> <p>Measure I designates the Sonoma County First 5 Commission ("Commission") as the Administering Agency, subject to change by the Sonoma County Board of Supervisors. The Commission would collaborate with a newly established "Community Advisory Council," comprised of childcare workers, parents, administrators, and individuals working with pediatric or perinatal health or mental health systems, to develop policy and program recommendations for use of the Fund. The Commission and Board of Supervisors would adopt a Budget and "Annual Expenditure Plan" based on the recommendations of the Council and other community input.</p> <p>If a majority of voters vote in favor of Measure I, the tax would go into effect the first calendar quarter 110 days after the effective date and remain in effect until ended by the voters. The proposed tax would be imposed and collected by merchants in the same manner as existing sales tax.</p> <p>A "yes" vote on Measure I is a vote to approve a 0.25% transactions and use tax on the sale and use of tangible property within Sonoma County, including incorporated and unincorporated areas, until ended by the voters, to fund early childcare, education and health care for children with high priority needs.</p> <p>A "no" vote on Measure I will prohibit the County from imposing the proposed sales tax.</p> <p>ROBERT H. PITTMAN<br/>Sonoma County Counsel</p> <p>By: s/ Petra Bruggisser<br/>Deputy County Counsel</p> | <p>This measure would increase the sales tax collected in Sonoma County by one-quarter of one cent per dollar (0.25%) on all taxable sales occurring in Sonoma County.</p> <p>Based on records from the California Department of Tax and Fee Administration for the period of April 2023 through March 2024, the additional sales tax of 0.25% would yield approximately \$30.4 million each year for childcare, preschool and early childhood education for low- and middle-income children, and the children's health care safety net in Sonoma County. The imposition of tax from the measure would go into effect on April 1, 2025, with the first full year of revenues impacting the budget for fiscal year 2025-2026.</p> <p>Proceeds from the tax shall be deposited to the County Treasury in a special fund entitled the Sonoma County Childcare and Children's Health Fund (the "Fund").</p> <p>Sixty percent of annual revenue (approximately \$18.2 million) shall be allocated as follows:</p> <ol style="list-style-type: none"><li>To increase the number of low- and middle-income children from birth through age five with access to safe, nurturing, affordable, and high-quality childcare, preschool, and early education services across the county, with priority for children who (1) are homeless, (2) are from historically underserved communities.</li><li>To improve compensation and benefits of childcare providers and early educator employees.</li><li>To develop, maintain, upgrade, and expand, as needed, early care and education facilities.</li><li>For reasonable expenditures of the Administering Agency for the efficient administration of the Fund, including the obligations imposed by this Ordinance.</li></ol> <p>Forty percent of annual revenue (approximately \$12.2 million) shall be allocated as follows:</p> <ol style="list-style-type: none"><li>To assure the financial viability of the local children's health and mental health care safety net and its accessibility without regard to insurance status or ability to pay.</li><li>To explore, pilot and implement innovative programs that enable pediatric patients and their families to better access community-based pediatric health care and mental health services, and that enhance the effectiveness of such services.</li></ol> <p>The Board of Supervisors shall establish an 11-member Community Advisory Council (the "Council"). The Council shall develop policy and programmatic recommendations for the Administering Agency, promote transparency in the administration of the Fund, and review the annual audit.</p> <p>The First 5 Sonoma County Commission (the "Commission") will serve as the Administering Agency. The Board of Supervisors may terminate the Commission and select a different entity as the Administering Agency. The Administering Agency shall develop the Childcare and Children's Health Plan and Annual Expenditure Plan; allocate funds pursuant to the Annual Expenditure Plan; and administer programs, activities and services paid for by the Fund.</p> <p>The measure requires an annual audit of the revenues and expenditures of the Fund by an independent certified public accountant.</p> <p>Proceeds from the Tax may not be used to replace the funding level established in fiscal year 2023-2024 for the same purposes unless state, federal or other non-county funding earmarked for these purposes have been reduced by the same amount.</p> <p>s/ Erick Roeser<br/>Auditor-Controller-Treasurer-Tax Collector</p> |



## Local Ballot Measure: I

Arguments and rebuttals are the opinions of the authors. They are printed exactly as submitted, including errors.

| Argument in Favor of Measure I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Argument Against Measure I                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| <p>In 2020, our community lost over 40% of our available early childhood education and care. Inadequate funding, catastrophic wildfires, and the Coronavirus pandemic forced providers to close their doors, making childcare scarce and driving huge cost increases for working families. Now, every year, 10,000 Sonoma County kids miss out on early learning opportunities, and nearly 4-in-5 enter kindergarten unprepared. Our fragile child care system is at a breaking point, but the good news is that we can turn it around.</p> <p>Investing in early childhood education and children's health is a commitment that is worth every penny. It ensures that children grow up healthy and have the opportunity to thrive. It allows parents to work - lifting families out of poverty and enabling our local economy to grow. And, by improving outcomes for our children, it reduces future societal costs on social services and incarceration.</p> <p>Ensuring the healthy development of children is an investment that just makes sense and right now is more important than ever.</p> <p>Measure I generates \$30-million annually to improve children's health, expand early childhood education, and bolster wages for childcare workers. It supports children impacted by trauma, including unhoused children, and dedicates funding for children's mental health services. These are immediate actions we can take to make sure that Sonoma County kids have the opportunities they need to thrive.</p> <p>Measure I taxpayer protections include public annual audits, an independent oversight committee, and dedicated funding separate from the County of Sonoma budget.</p> <p>Endorsed by an unprecedented coalition of community-based organizations and business advocates, including Community Foundation of Sonoma County, Santa Rosa Metro Chamber of Commerce, First 5 Sonoma County, North Bay Children's Center, Sonoma Community Action Network, Community Child Care Council of Sonoma County, North Bay Labor Council, United Way of the Wine Country, Early Learning Institute, Child Parent Institute, and Los Cien - Measure I is the investment we need to ensure a healthy future for Sonoma County kids.</p> <p>Join us by voting 'Yes' on Measure I at the end of your ballot. Learn more and view endorsements at <a href="https://YesOnYesForKids.com">YesOnYesForKids.com</a>.</p> <p>s/ Jose E Morales, MD-MPH<br/>Pediatric Physcian</p> <p>SANTA ROSA METRO CHAMBER<br/>s/ Ananda Sweet, Interim CEO</p> <p>s/ Kirstyne Lange<br/>President, NAACP Sonoma</p> <p>s/ Sonu Chandi<br/>Chandi Hospitality Group, Owner and CEO</p> <p>COMMUNITY CHILD CARE COUNCIL OF SONOMA COUNTY (4Cs)<br/>s/ Melanie Dodson, CEO</p> | <p><b>No Argument Was Submitted Against Measure I</b></p> |



# Local Ballot Measure: I

## Full Text of Measure I

The people of the County of Sonoma ordain as follows:

### Section 1. Title.

This Ordinance shall be known as the "Sonoma County Child Care and Children's Health Initiative" (the "Ordinance").

### Section 2. Findings.

1. The children of Sonoma County are our future and will provide the leadership, creativity, and productivity to strengthen and sustain the quality of life in our county;
2. We must ensure that all Sonoma County children, especially the most vulnerable, are healthy and have the opportunity to succeed. Early care and education and adequate health care are two of the most important components in attaining this goal. Children in Sonoma County should receive high-quality early education and high-quality health and mental health care so that they grow into healthy and successful adults;
3. A child's health, social-emotional well-being and educational advancement are essential and interdependent. Access to quality early care and education, social-emotional supports, and health care are fundamental for a child's well-being. Any child lacking adequate health care and/or impacted by unstable and traumatic circumstances, including homelessness, is more likely to contract illnesses or have chronic medical conditions that prevent them from regularly participating in early education programs;
4. According to the 2022/2023 Sonoma County "READY" School Readiness Assessment report, less than 20% of children entering kindergarten are fully prepared to be successful in school. This report is the latest indicator in a six-year downward trend in the kindergarten readiness of Sonoma County's children. Attendance in a quality early care and education program was found to be the primary factor preparing children to succeed in kindergarten, which in turn is associated with high school graduation, future earnings potential, global competitiveness, and general economic productivity in the United States;
5. Accessibility to affordable, quality child care is essential for working parents and our local economy to thrive. Nearly 50% of available child care slots in Sonoma County were lost due to impacts of the COVID-19 pandemic on the child care workforce, inhibiting the operation of child care centers and family child care providers, according to the Community Child Care Council of Sonoma County. The severe lack of child care availability, especially for babies and toddlers, has made it impossible for many parents, especially women, to return to work;
6. Research from the UC Berkeley Center for the Study of Child Care Employment in 2022 found that the COVID-19 pandemic had worsened an already widespread shortage of child care providers. The study projects that without public funding, providers' financial health is increasingly dire;
7. Child care, preschool, and early education are more expensive than college, with average, full-time infant care costing more than a year of tuition at the University of California, Berkeley and almost three times the annual cost of Sonoma State University;
8. Neuroscience research shows that a child's brain develops most dramatically, nearly 90% of brain architecture, during the first five years of life, and this critical period is a window of opportunity to lay the foundation for all of the years that follow;
9. The growing homeless population in Sonoma County includes children and their families who are often challenged with accessing quality child care, preschool, early education, and health and mental health services;
10. Each child in Sonoma County deserves to be supported by qualified, caring adults in safe and nurturing environments; effective and high-quality adult-child interactions have life-long effects on a young child's potential to succeed. Research shows children engaged in warm and responsive adult-child interactions and in positive experiences demonstrate greater social competence, fewer behavior problems, and optimal development;
11. The most effective guarantee of quality early care and education is workforce compensation; a 2014 UC Berkeley Study showed that educator wages are one of the most important predictors of the quality of education children receive;
12. Low compensation of early educators drives turnover and hampers the ability to attract and retain skilled educators, which in turn undermines stable, continuous relationships essential to children, which disproportionately affects low-income women, as early educators are almost exclusively female, with large numbers of older women, women of color, recent immigrants, and first-generation college students and mothers;
13. Research from the UC Berkeley Labor Center in 2019 found that every dollar spent in early care and education generates as much as \$1.88 in increased economic activity, plus an additional \$0.08 in state and local tax revenue;
14. Access to high-quality health and mental health care are important in ensuring Sonoma County children have the opportunity to be successful. Young children have unique physical, mental, behavioral, developmental and therapeutic needs, which warrant specialized pediatric health care services, early childhood and perinatal mental health screening and treatment.
15. Multiple data sources indicate deepening disparities and greater need for supporting the health, social-emotional development and school readiness of vulnerable children, due to the significant health and economic impacts of recurring disasters in Sonoma County and ongoing COVID-19 pandemic on families and children;
16. Significant planned funding cuts to local community-based services that promote optimal early childhood development will occur in 2025 and beyond, due to the ongoing decline of state Proposition 10 tobacco tax revenue funding and the full spend-out of the First 5 Sonoma County Commission dedicated fund balance. State tobacco tax revenue has been dedicated to supporting early childhood development since 1998 but that source of funding is decreasing.



# Local Ballot Measure: I

## Full Text of Measure I (Continued)

### Section 3. Purpose and Intent.

It is the purpose and intent of this Ordinance to ensure that Sonoma County children receive the high-quality early care, education and health screening and care they need to be successful adults, by:

1. Providing additional support for, and expanding access to, high-quality child care, preschool, and early education services for low- and middle-income children and families in Sonoma County, especially those impacted by homelessness and housing instability;
2. Improving wages, compensation and workforce development opportunities for child care providers and early educators;
3. Promoting social-emotional wellness, optimal early development, kindergarten readiness, and school success for children;
4. Providing additional support to maintain and protect the local children's health care safety net, including the maintenance and expansion of specialized staff to screen, assess and treat trauma, complex illnesses, and other health issues for children, including perinatal mental health, without regard to insurance status or ability to pay; and
5. Imposing a countywide sales tax for the purpose of maintaining the local children's health care safety net and providing child care, preschool, and early education services.

### Section 4. Sonoma County Child Care and Children's Health Initiative Tax.

**Article IX of Chapter 12 of the Sonoma County Code of Ordinances is added as follows:**

#### Sonoma County Child Care and Children's Health Initiative.

##### Sec. 12-70. Title.

There is growing evidence that there is an association between health, social-emotional well-being and social factors, e.g., education, economic resources, neighborhood characteristics, discrimination, and residential segregation in health. By increasing funding for and coordination with child care providers, guardians, and health care practitioners we will improve health and education outcomes for all children in Sonoma County.

- (a) This article shall be known as the "Sonoma County Child Care and Children's Health Initiative" (the "Ordinance"). The tax described in this article shall be referred to as the "Sonoma County Child Care and Children's Health Tax" (the "Tax").
- (b) This article shall be applicable throughout the incorporated and unincorporated territory of Sonoma County, California (the "County").
- (c) The goals for expenditures from the proceeds of the Tax shall be:
  - (1) To ensure that Sonoma County's children are healthy, live in stable, safe, and supported families and communities, and are prepared to succeed in kindergarten and later in life;

- (2) To establish Sonoma County as a family-friendly county that supports families as an important part of the County's population and civic culture;
- (3) To improve the economic well-being of the early care and education sector, workforce and providers who care for and educate our county's children and support the working parents of Sonoma County that are vital to employers and our local economy;
- (4) To adopt equity as a guiding principle in funding services under this Ordinance by prioritizing services to children with the highest needs;
- (5) To strengthen collaboration and partnership among Sonoma County's public agencies, community-based organizations and the private sector around shared positive outcomes for children and their families;
- (6) To improve program accessibility and administrative efficiency for parents and providers, including, where appropriate, through the use of technology;
- (7) To provide children with developmentally appropriate, gender-inclusive, and culturally-responsive services;
- (8) To maintain and protect the local children's health care safety net, including the maintenance and expansion of diverse specialized staff that provide pediatric and perinatal mental health screening, assessment, referral and care for the treatment of illnesses, trauma and other health issues for children without regard to insurance status or their ability to pay.

##### Sec. 12-71: Restricted Uses of the Tax.

- (a) Proceeds from the Tax shall be used exclusively to increase access to high-quality child care, preschool, and early education services to benefit low- and middle-income children and families in Sonoma County; to improve wages and compensation for child care providers and early educators who provide those services; to maintain and protect the availability and accessibility of local health and mental health care services that are specific to the unique needs of infants, toddlers and pediatric patients; and to support the efficient administration of Tax proceeds.
- (b) Proceeds from the Tax shall be deposited into the County treasury in a special fund entitled the Sonoma County Child Care and Children's Health Fund (the "Fund"). Monies deposited into the Fund, together with any interest that accrues thereon, shall be governed by and subject to the requirements set forth in Section 12-61.
- (c) Audit requirement. On an annual basis, the Board of Supervisors shall cause to have conducted an independent financial audit of the revenues and expenditures of the Fund. The audit shall be conducted by an independent certified public accountant that is not an employee of the County of Sonoma, First 5 Sonoma County Commission, or a member of any designated administering, planning and/or advisory council formed under this article, and shall be submitted to the Board of Supervisors and made available to the public.



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## Full Text of Measure I (Continued)

### Sec. 12-72: Sonoma County Child Care and Children's Health Fund.

- (a) In each year, one hundred percent (100%) of revenue generated by the Tax, after providing for the costs to administer and operate the Tax pursuant to subdivision (e) of this section, together with any interest that accrues thereon, shall be appropriated by the Board of Supervisors for the following purposes and consistent with the Sonoma County Child Care and Children's Health Program Plan and Budget (the "Plan"):

- (1) Sixty percent (60%) of the annual revenue shall be allocated to the following:

(A) To increase the number of low- and middle-income children from birth through age five with access to safe, nurturing, affordable, and high-quality child care, preschool, and early education services across the county, with priority for children who (1) are homeless, (2) are from historically underserved communities, or (3) have other high priority needs as designated in the Plan.

(B) To improve the compensation and benefits of child care providers and early educator employees by providing rate increases, workforce development supports and enhancements.

(C) To develop, maintain, upgrade, and expand, as needed, early care and education facilities.

(D) For reasonable expenditures of the Administering Agency for the efficient administration of the Fund, including the obligations imposed by this Ordinance. The Administering Agency may reserve funds received in one or more fiscal years to address anticipated fluctuations in revenue in subsequent fiscal years.

- (2) Forty percent (40%) of the annual revenue shall be allocated to the following:

(A) To assure the financial viability of the local children's health and mental health care safety net and its accessibility, including the expansion of specialized staff that provide perinatal, pediatric and pediatric subspecialty screening, assessment, referral and treatment of trauma, complex illnesses and conditions, and other health problems, without regard to insurance status or their ability to pay; and

(B) To explore, pilot and implement innovative programs that enable pediatric patients and their families to better access community-based, pediatric health care and mental health services, including perinatal mental health, and that enhance the effectiveness of such services.

(b) Proceeds from the Tax may not be used to replace the funding level for direct services established in the Fiscal Year 2023-2024 Sonoma County budget, or the Fiscal Year 2023-2024 First 5 Sonoma County Commission budget, to support child care, preschool, early education or pediatric health/mental health services, unless state, federal or other non-county funding earmarked for these purposes have been reduced by the same amount.

(c) Monies may be expended for the purposes set forth herein as direct grants, as contractual or program payments for services and activities, as the nonfederal share of Medicaid payments or other federal program payments through certified public expenditures or intergovernmental transfers, as reimbursement or other compensation for costs, as incentives, or through programs or other vehicles identified or developed in conjunction with County Health and Human Services departments, local hospitals, health care and specialty provider representatives.

(d) Monies may not be used to replace or otherwise supplant the tax revenue funding and other county or state funding and payments currently provided or otherwise available in support of health care providers and/or child care and early education providers.

(e) The County shall use the proceeds from the Tax to pay for the costs to administer and operate the Tax pursuant to Section 7272 of the Revenue and Taxation Code.

### Sec. 12-73: Community Advisory Council.

(a) Within forty-five (45) days of the Effective Date of this Ordinance, the Board of Supervisors shall establish a Sonoma County Child Care and Children's Health Community Advisory Council (the "Council").

(b) The Council shall be composed of eleven members, including:

(1) Two members of the child care workforce, one of whom is a worker from an early care and education center who works in the classroom, and one of whom is a family child care provider.

(2) Two parents and/or guardians of a child or children under the age of six (at the time of appointment to the Council) at least one of whom must have experience participating in a subsidized child care program or subsidy wait list;

(3) One administrator and/or director of a local Child Care Resource and Referral Agency;

(4) One administrator and/or director from an early care and education center participating in a state or federally subsidized child care program in Sonoma County; and



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## Full Text of Measure I (Continued)

- (5) Five members who represent pediatric and/or perinatal health and/or mental health care systems, including but not limited to providers and administrators representing local hospitals, federally qualified health centers, community-based organizations, County Department of Health Services and other entities.
- (c) Members shall be appointed to the Council by the Board of Supervisors within 90 days of the Effective Date.
- (d) Council members shall serve a four-year term, with the exception of the first class of members, five of whom shall serve a two-year term as determined by lottery at the first meeting of the Council with the remainder serving a four-year term. No member may serve on the Council for more than twelve consecutive years.
- (e) The Council shall develop policy and programmatic recommendations related to the Fund and its implementation, including but not limited to:
  - (1) Recommendations to the Administering Agency about the Plan and Annual Expenditure Plan;
  - (2) Initiatives to improve the quality and capacity-building of service providers;
  - (3) Initiatives to evaluate and improve access to programs, particularly including through the use of technology to streamline referral, navigation and linkage and better integration of services; and
  - (4) Strategies to enhance community engagement in the planning and implementation of services.
- (f) The Council shall promote and facilitate transparency in the administration of the Fund, including opportunities for public testimony and a community engagement process with parent, providers, early care and education organizations and other stakeholders to receive input and support robust involvement on program development and implementation.
- (g) The Council shall annually review the audit of the Fund for the prior year.
- (2) Allocating funds pursuant to the Annual Expenditure Plan;
- (3) Developing, administering, overseeing implementation and evaluation of impact of all programs and services paid for by the Fund;
- (4) Providing staff support for the Advisory Council;
- (5) Developing the Program Plan Evaluation set forth in Section 12-65;
- (6) Operating with the intention to promote transparency and public accountability, and maintain good fiscal stewardship of public resources;
- (7) Awarding funds pursuant to the contracting requirements applicable to the Commission and the requirements of this Ordinance.
- (c) The Administering Agency shall have authority, at any time, to reduce the level of service provided for in the Plan or in the Annual Expenditure Plan to respond to reduced revenues generated from the Tax.

### Sec. 12-75: Child Care and Children's Health Program Plan and Budget and Annual Expenditure Plan.

- Sec. 12-74: Administering Agency for the Fund.**
- (a) The First 5 Sonoma County Commission (Commission) shall serve as the "Administering Agency" to develop and administer all of the programs, activities and services paid for by the Fund. The Board of Supervisors continues to maintain the authority to appoint all at-large members of the Commission and to designate a member of the Board to serve on the Commission. The Board of Supervisors may terminate the Commission and select a different entity as the Administering Agency. If this occurs, then the authority exercised by the Commission under this Ordinance shall be exercised by the successor Administering Agency.
  - (b) The Administering Agency shall be responsible for:
    - (1) Developing the Child Care and Children's Health Plan and Annual Expenditure Plan as set forth in Section 12-64;
- (a) The Administering Agency, in collaboration with the Council, shall develop the Child Care and Children's Health Plan and Budget ("Plan"), including an annual budget, on a five-year cycle to govern the use of funds. The Plan shall be designed to meet the respective needs of regions throughout the County with respect to increasing, improving and maintaining access to quality early care and education for families and children, improving workforce compensation of family child care providers and early educator employees, and improving children's access to health and mental health care. The Plan and budget shall be approved by First 5 Sonoma County Commission (if the Commission is the Administering Agency) and the Board of Supervisors. The Board of Supervisors shall appropriate funds necessary to carry out the Plan budget on an annual basis.
  - (b) When feasible, planning and budgeting processes shall be integrated into the Administering Agency's existing strategic planning cycle, should avoid duplication in administrative efforts, and leverage existing administrative efforts where feasible.
  - (c) The Plan shall provide for improved wages for child care providers and early educators and include programs that address early care and education workforce wages, including, but not limited to:
    - (1) Maintaining and enhancing the quality of participating early care and education settings;
    - (2) Moving toward the goal of parity with public TK-12 educators with similar experience and responsibilities;



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## Full Text of Measure I (Continued)

- (3) Developing a comprehensive training and professional development system, including support for educational advancement and degree attainment;
  - (4) Improving compensation and quality supports for participating Family, Friend and Neighbor providers; and
  - (5) Providing other work supports and benefits, such as paid apprenticeship opportunities.
- (d) The Plan shall describe program requirements, including the specific projects and purposes for which the monies may be expended. The Plan shall align with and respond to emerging developments in state and/or federal early care and education programs, policy, and research.
- (e) The Administering Agency shall, when developing the Plan, consider the findings of the Sonoma County Child Care Planning Council's Needs Assessment and Priorities for Funding Unmet Need as submitted to California Department of Education, the California Child Care Resource and Referral Network's annual Child Care Portfolio for Sonoma County and similar reports, as well as California Department of Education Kindergarten enrollment data available by English Language Acquisition Status as well as homeless data, foster care data, the READY Sonoma County Kindergarten Readiness Report, the CA Strong Start Index, the Portrait of Sonoma and other pertinent and relevant data sources.
- (f) On an annual basis, the Administering Agency shall prepare an Annual Expenditure Plan ("Annual Expenditure Plan") based on the recommendations of the Council and other community input. The Annual Expenditure Plan shall be approved by the First 5 Sonoma County Commission.
- (g) Every fourth year of the Plan, a new Plan shall be developed by the Administering Agency, with input from the Council and other community stakeholders.
- mental health screening, assessment, referral and treatment services for infants, toddlers, new parents and children under age six.
- As part of the data collection strategy, organizations that are selected and contracted to receive funds will be expected to provide information to the Administering Agency as part of the initial application and evaluation process. This will include, but will not be limited to, data related to employees, wages, retention, training, and compliance with relevant laws.
- (b) Program Plan Evaluation. During the implementation period of each five-year Plan and prior to the development of a new Plan, the Administering Agency shall conduct an evaluation to determine the effectiveness of investments and to inform the next Plan. The evaluation may be conducted by an external evaluator with input from the Advisory Committee. Evaluation findings shall be disseminated to relevant stakeholders, including the Sonoma County Child Care Planning Council, local health care systems and the Board of Supervisors.

### Sec. 12-77: Operative Date.

"Operative date" means the first day of the first calendar quarter commencing more than one hundred and ten (110) days after the Effective Date of this article.

### Sec. 12-78: Enactment of Retail Transaction and Use Tax.

- (a) This article is adopted to achieve the following general purposes:
- (1) To impose a retail transactions and use tax in accordance with the provisions of Part 1.6 (commencing with Section 7251) of Division 2 and of Sections 7285.5 and 7292.8 of Part 1.7 of Division 2 of the California Revenue and Taxation Code that authorize the County to adopt this article, and to provide that such tax shall be operative if approved by the electors voting on the measure to approve the imposition of the tax, as required by state law, at an election called for that purpose. This retail transactions and use tax shall be in addition to any other taxes authorized by law, including any existing or future state or local transactions and use tax. The imposition, administration, and collection of the tax shall be in accordance with all applicable statutes, laws, and rules and regulations prescribed and adopted by the California Department of Tax and Fee Administration.
  - (2) To enact a retail transactions and use tax ordinance that incorporates provisions identical to those of the Sales and Use Tax Law of the State of California insofar as those provisions are not inconsistent with the requirements and limitations contained in Part 1.6 of Division 2 of the California Revenue and Taxation Code.
  - (3) To enact a retail transactions and use tax ordinance that imposes a tax and that can be administered and collected by the California Department of Tax and Fee Administration in a manner that adapts itself as fully as

### Sec. 12-76: Implementation of the Fund.

- (a) Data Collection. The Administering Agency, with input from the Council, shall develop data collection strategies in the Plan. These strategies shall be designed to support Plan transparency, program evaluation, design and decision-making, as well as the following goals:
- (1) Increasing access to quality child care programs, subsidies and slots;
  - (2) Increasing child care provider and early educator wages, compensation and workforce development opportunities;
  - (3) Improving retention of early care and education staff;
  - (4) Improving the professional development and advancement of early educators; and
  - (5) Increasing access to pediatric health and perinatal



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## Full Text of Measure I (Continued)

practicable to, and requires the least possible deviation from, the existing statutory and administrative procedures followed by the California Department of Tax and Fee Administration in administering and collecting the California sales and use taxes.

- (4) To enact a retail transactions and use tax ordinance that can be administered in a manner that will be, to the greatest degree possible, consistent with the provisions of Part 1.6 of Division 2 of the Revenue and Taxation Code, minimize the cost of collecting the transactions and use taxes, and at the same time, minimize the burden of record keeping upon each person subject to taxation under the provisions of this article.

- (b) The provisions of this article shall be interpreted in order to accomplish the purposes that are set forth in this section.

### Sec. 12-79: Contract With State.

Prior to the operative date, the County shall contract with the California Department of Tax and Fee Administration to perform all functions incident to the administration and operation of this article; provided that, if the County shall not have contracted with the California Department of Tax and Fee Administration prior to the operative date, it shall nevertheless so contract and in such a case the operative date shall be the first day of the first calendar quarter following the execution of such a contract.

### Sec. 12-80: Transactions Tax Rate.

For the privilege of selling tangible personal property at retail, a tax is hereby imposed upon all retailers in the incorporated and unincorporated territory of Sonoma County at the rate of one-quarter of one percent (0.25%) of the gross receipts of any retailer from the sale of all tangible personal property sold at retail in said territory on and after the operative date of this article.

### Sec. 12-81: Place of Sale.

- (a) For purposes of this article, all retail sales are consummated at the place of business of the retailer, unless the tangible personal property sold is delivered by the retailer or his or her agent to an out-of-state destination or to a common carrier for delivery to an out-of-state destination. The gross receipts from such sales shall include delivery charges, when such charges are subject to the State sales and use tax, regardless of the place to which delivery is made.
- (b) In the event a retailer has no permanent place of business in the State of California or has more than one place of business, the place or places at which the retail sales are consummated shall be determined under rules and regulations to be prescribed and adopted by the State Department of Tax and Fee Administration.

### Sec. 12-82: Use Tax Rate.

An excise tax is hereby imposed on the storage, use or other consumption in the incorporated and unincorporated territory of Sonoma County of tangible personal property purchased from any retailer on and after the operative date of this article for storage, use or other consumption in said territory at the rate of one-quarter of one percent (0.25%) of the sales price of the property. The sales price shall include

delivery charges when such charges are subject to state sales or use tax regardless of the place to which delivery is made.

### Sec. 12-83: Incorporation of Provisions of State Law.

Except as otherwise provided in this article and except insofar as any provisions of this article may be inconsistent with Part 1.6 of Division 2 of the California Revenue and Taxation Code, all of the provisions of Part 1 (commencing at Section 6001) of Division 2 of the California Revenue and Taxation Code are hereby adopted and made a part of this article as though fully set forth herein.

### Sec. 12-84: Limitations on Adoption of State Law and Collection of Use Taxes.

The following requirements shall be followed in applying the provisions of Part 1 of Division 2 of the California Revenue and Taxation Code to this article:

- (a) Wherever the State of California is named or referred to as the taxing agency, the name of this county shall be substituted therefor. However, said substitution shall not be:
  - (1) When the word "state" is used as a part of the title of the State Controller, State Treasurer, State Board of Control, State Board of Equalization, State Department of Tax and Fee Administration, State Treasury or the Constitution of the State of California;
  - (2) When the result of that substitution would require action to be taken by or against this county or any agency, officer or employee thereof, rather than by or against the California Department of Tax and Fee Administration, in performing functions incident to the administration or operation of this article;
  - (3) In those sections, including but not limited to sections referring to the exterior boundaries of the State of California, where the result of the substitution would be to:
    - (A) Provide an exemption from this tax with respect to certain sales, storage, use or other consumption of tangible personal property that would not otherwise be exempt from this tax, while such sales, storage, use or other consumption remain subject to tax by the State under the provisions of Part 1 of Division 2 of the Revenue and Taxation Code; or
    - (B) Impose this tax with respect to certain sales, storage, use or other consumption of tangible personal property that would not be subject to tax by the State of California under the said provision of that code.
  - (4) In Sections 6701, 6702 (except in the last sentence thereof), 6711, 6715, 6737, 6797 or 6828 of the California Revenue and Taxation Code.
- (b) The word "county" shall be substituted for the word "state" in the phrase "retailer engaged in business in this state" in Section 6203 and in the definition of that phrase in Section 6203 of the California Revenue and Taxation Code.



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- (c) "A retailer engaged in business in the County" shall also include any retailer that, in the preceding calendar year or the current calendar year, has total combined sales of tangible personal property in this state or for delivery in the State by the retailer and all persons related to the retailer that exceeds five hundred thousand dollars (\$500,000). For purposes of this subdivision, a person is related to another person if both persons are related to each other pursuant to Section 267(b) of Title 26 of the United States Code and the regulations thereunder.

### Sec. 12-85: Permit Not Required.

If a seller's permit has been issued to a retailer under Section 6067 of the California Revenue and Taxation Code, an additional transactor's permit shall not be required by this article.

### Sec. 12-86: Exemptions and Exclusions.

- (a) In addition to any other exemption or exclusion required by law, there shall be excluded from the measure of the transactions tax and the use tax the amount of any sales tax or use tax imposed by the State of California or by any city, city and county, or county pursuant to the Bradley-Burns Uniform Local Sales and Use Tax Law or the amount of any state-administered transactions or use tax.

- (b) There are exempted from computation of the amount of transactions tax imposed by this article, gross receipts from:

- (1) The sale of tangible personal property, other than fuel or petroleum products, to operators of aircraft to be used or consumed principally outside the county in which the sale is made and directly and exclusively in the use of such aircraft as common carriers of persons or property under the authority of the laws of this state, the United States or any foreign government;

- (2) The sale of property to be used outside the County which is shipped to a point outside the County pursuant to the contract of sale, by delivery to such point by the retailer or his or her agent or by delivery by the retailer to a carrier for shipment to a consignee at such point. For the purposes of this subsection, delivery to a point outside the County shall be satisfied:

- (A) With respect to vehicles (other than commercial vehicles) subject to registration pursuant to Chapter 1 (commencing with Section 4000) of Division 3 of the California Vehicle Code, aircraft licensed in compliance with Section 21411 of the California Public Utilities Code and undocumented vessels registered under Chapter 2 of Division 3.5 (commencing with Section 9840) of the California Vehicle Code, by registration to an out-of-county address and a declaration under penalty of perjury, signed by the buyer, stating that such address is, in fact, his or her principal place of residence; and

- (B) With respect to commercial vehicles, by a combination of registration to a place of business out of county and declaration under penalty of perjury, signed by the buyer, that the vehicle will be operated from that address.

- (3) The sale of tangible personal property, if the seller is obligated to furnish the property for a fixed price pursuant to a contract entered into prior to the operative date of this article;

- (4) The lease of tangible personal property that constitutes a continuing sale of such property for any period of time for which the lessor is obligated to lease the property for an amount that was fixed by a lease executed prior to the operative date of this article; and

- (5) For the purposes of subsections (b)(3) and (b)(4), the sale or lease of tangible personal property shall be deemed not to be obligated pursuant to a contract or lease for any period of time for which any party to the contract or lease has the unconditional right to terminate the contract or lease upon notice, regardless of whether such right is exercised.

- (c) There are exempted from computation of the amount of the use tax imposed by this article, gross receipts from the following storage, use or other consumption of tangible personal property:

- (1) The gross receipts from the sale which have been subject to a transactions tax under any state-administered transactions and use tax ordinance.

- (2) Other than fuel or petroleum products purchased by operators of aircraft and used or consumed by such operators directly and exclusively in the use of such aircraft as common carriers of persons or property for hire or compensation under a certificate of public convenience and necessity issued pursuant to the laws of this state, the United States or any foreign government. This exemption is in addition to the exemptions set forth in Sections 6366 and 6366.1 of the California Revenue and Taxation Code.

- (3) If the purchaser is obligated to purchase the property for a fixed price pursuant to a contract that was entered into prior to the operative date of this article.

- (4) If the possession of, or the exercise of any right or power over, the tangible personal property shall arise under a lease that constitutes a continuing purchase of such property for any period of time for which the lessee is obligated to lease the property for an amount fixed by a lease that was executed prior to the operative date of this article.

- (5) For the purposes of subsections (c)(3) and (c)(4), the storage, use, or other consumption or the possession of or exercise of any right or power over tangible personal property shall be deemed not to be obligated pursuant to a contract or lease for any period of time for which any party to the contract or lease has the unconditional right to terminate the contract or lease upon notice, regardless of whether such right is exercised.



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(6) Except as provided in subsection (c)(7), a retailer engaged in business in Sonoma County shall not be required to collect use tax from the purchaser of tangible personal property, unless the retailer ships or delivers the property into Sonoma County or participates within Sonoma County in making the sale of the property, including, but not limited to, soliciting or receiving the order, either directly or indirectly, at a place of business of the retailer in Sonoma County or through any representative, agent, canvasser, solicitor, subsidiary or person in Sonoma County under the authority of the retailer.

(7) "A retailer engaged in business in Sonoma County" shall also include any retailer of any of the following: vehicles subject to registration pursuant to Chapter 1 (commencing with Section 4000) of Division 3 of the California Vehicle Code, aircraft licensed in compliance with Section 21411 of the California Public Utilities Code and undocumented vessels registered under Chapter 2 of Division 3.5 (commencing with Section 9840) of the California Vehicle Code. The retailer shall be required to collect use tax from any purchaser who registers or licenses the vehicle or aircraft at an address in Sonoma County.

(d) Any person subject to use tax under this article may credit the amount of such tax against any transactions tax paid to a county or district imposing or a retailer liable for a transactions tax pursuant to Part 1.6 of Division 2 of the California Revenue and Taxation Code with respect to the sale of property or the storage, use or other consumption of which is subject to the use tax.

### Sec. 12-87: Amendment of State Law.

After the effective date of this article, all amendments to Part 1 of Division 2 of the California Revenue and Taxation Code relating to sales and use taxes that are not inconsistent with Part 1.6 and Part 1.7 of Division 2 of the California Revenue and Taxation Code and all amendments to Part 1.6 and Part 1.7 of Division 2 of the California Revenue and Taxation Code, shall automatically become a part of this article; provided, however, that no such amendment shall operate so as to affect the rate of tax imposed by this article.

### Sec. 12-88: Enjoining of Collection Forbidden.

No injunction or writ of mandate or other legal or equitable process shall issue in any suit, action or proceeding in any court against the State or the County, or against any officer of the State or the County, to prevent or enjoin the collection under this article or Part 1.6 of Division 2 of the California Revenue and Taxation Code, of any tax or any amount of tax required to be collected.

### Sec. 12-89: Severability.

If any provision of this article or the application thereof to any person or circumstance is held invalid by a court of competent jurisdiction, the remainder of the article and the application of such provision to other persons or circumstances shall not be affected thereby.

### Sec. 12-90: Savings Clause.

This article shall not be interpreted in any manner that conflicts with the laws or constitutions of the United States or the State of California.

### Sec. 12-91: Termination of Transactions and Use Tax.

This article shall remain in effect until ended by voter approval.

### Section 5. Amendment.

This Ordinance may not be amended without voter approval.

### Section 6. Severability.

The people of Sonoma County hereby declare that they would have adopted each section, sentence, clause, phrase, word, or portion of this Ordinance, irrespective of the fact that any one or more sections, sentences, clauses, phrases, words, or portions of this Ordinance, or any application thereof to any person or circumstance, could be declared invalid or unenforceable and, to that end, the provisions of this Ordinance are severable. If any section, sentence, clause, phrase, word, or portion of this Ordinance, or any application thereof to any person or in any circumstance, is for any reason held to be invalid or unenforceable by a court of competent jurisdiction, the remaining sections, sentences, clauses, phrases, words, or portions of this Ordinance, and applications thereof, shall nonetheless remain in full force and effect.

### Section 7. Liberal Construction.

This Ordinance shall be liberally construed to effectuate its purposes.

### Section 8. Effective Date.

Except as otherwise provided in this Ordinance, this Ordinance shall take effect ten (10) days after the Board of Supervisors declares the vote, in accordance with Elections Code section 9122.

### Section 9. Appropriations Limit Increase.

Pursuant to California Constitution Article XIII B and applicable laws, for four (4) years from the day of the election at which this Act is adopted, the appropriations limit for the County shall be increased by the aggregate sum collected by the levy of the transactions and use tax imposed by this Act.