

**CITY OF DAVIS  
2023-2024 COMMUNITY DEVELOPMENT BLOCK GRANT APPLICATION**

**PART ONE:**

**Organization Name:** WeeCare, Inc

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**PART TWO:**

**Proposed Project Location:** City of Davis (See Attachment A)

If the project is a capital project, an economic development activity or a target area project, include a copy of the map showing the project areas boundaries, the census tracts/block groups (ct/bg) and the low/mod percentage in each ct/bg.)

**Total Proposal Request:** \$66,000

**Minimum Request:** \$ 60,000

**CDBG Eligible Category:** Special Economic Development

(See List A in Application Packet)

**National Objective Compliance/Low and Mod Benefit:** Benefit to LMI Persons

(See List B in Application Packet)

**City Council Identified Critical Needs:** (See List C in Application Packet)

- 1) Child and Youth Services
- 2) Neighborhood Revitalization (Economic Development)
- 3) Mental Health Services

**Beneficiary Information:**

\_\_\_169\_\_\_ Total number of **unduplicated** beneficiaries in proposed project

\_\_\_169\_\_\_ Number of **unduplicated** beneficiaries in program to be served with **CDBG** funds

\_\_\_100%\_\_\_ Percentage of the **CDBG** beneficiaries with low/moderate income

\_\_\_\$309\_\_\_ Cost (\$) per **CDBG** beneficiary (CDBG Request/# of units of service/CDBG Beneficiaries)

\_\_\_N/A\_\_\_ Unit of service to determine cost per beneficiary (meal, grocery bag, kit, hour, day/night, week, etc) (Public Services Only)

## 2023-2024 COMMUNITY DEVELOPMENT BLOCK GRANT APPLICATION

### PART THREE: Scope of Proposal

#### a. Need/Target Group (Describe the need for the activity and the group being served)

There are approximately 2,290 children under six years old in City of Davis and about 1,055 households that make up the community that raises them (U.S. Census, 2020). That means there are 1,055 households across the City that potentially need full or part-time child care to support their family's well-being. Whether it is to enrich the growing child or to provide supervision so parents can work, child care is an essential service that touches thousands of City of Davis residents.

Child care is a much-needed service, but paradoxically an under-resourced industry. The cost of caring for young children exceeds what many families can afford to pay. Child care workers are left to bear the brunt of the disparity and frequently cover the cost of the difference with their salary. The average earning of a child care worker in City of Davis is \$17.82 an hour (Zippia, 2022), or about \$37,061 a year, qualifying them as LMI persons. They are greatly underpaid compared to their counterparts in elementary schools. California early educators (preschool level staff) with a bachelor's degree are paid 37.8% less than their colleagues in the K-8 school system. The poverty rate for early educators is 17%, much higher than for California workers in general (8.7%) and 6.7 times as high as for K-8 teachers (2.5%). (Center for the Study of Child Care Employment, 2020).

According to a survey conducted by RAPID in 2021, 33% of Home-Based Child Care Providers experienced a material hardship (e.g., food, housing, utilities). 71% of all types of Child Care Providers felt burned out "often" or "always" and less able to provide high-quality care. And 29% of surveyed providers were considering leaving their jobs in 2022. (RAPID, 2022)

The child care workforce has been steadily declining for years due in part to these low wages and financial challenges. The COVID-19 Pandemic hit the child care sector particularly hard and further exacerbated the problem. With school closures and fears of health risks, child care enrollment numbers dropped too drastically for many programs to stay afloat. The already decreasing child care workforce only made matters worse. Unlike other sectors that could raise wages to attract talent, the child care industry was left with no incentives to attract or retain its employees.

This is because FCCs typically serve a vulnerable, low-income earning pool of customers. Therefore, they are at a disadvantage because when their own costs go up, they cannot rely on raising prices on their families. If they charge too much, the families will take their business elsewhere, but if they charge too little, they will not be able to cover their expenses. Because of this, they must rely on other methods to operate soundly.

Opportunities Exchange, an organization that provides fiscal guidance for child care programs, came up with the concept of the "Iron Triangle". To ensure financial stability, a program must:

- Reach and retain full enrollment
- Collect all fees in full and on time
- Ensure that revenues cover the cost per child (ie: set appropriate tuition prices) (2019)



Unfortunately, these things are easier said than done, especially for a small business with few (if any) employees and a demanding schedule. Many FCC providers operate during non-traditional hours (evenings and weekends) and therefore put in well over 40-50 hours of work per week to care for the children. On top of that is the administrative work that comes with running a business and consistently having to attract new child enrollments. This burdensome model often leads to inefficient business practices, often leaving enrollment strategies to fall through the cracks. When providers do not fill all their child care slots, they are "leaving money on the table" and miss out on revenue and a potential customer referral.

**b. Project Description/Benefit** (Activity Summary: Describe the activities of the proposed budget and benefit)

WeeCare proposes the City of Davis allocate a portion of CDBG funds to benefit its local child care providers. WeeCare's BOOST program (Business Operation & Optimization Support Tools) provides technical assistance and business support to Family Child Care providers who run FCCs. They serve children ages 0-5 (and up to age 13 with before/after school care). The program's goal is to expand economic opportunities for these FCC providers in the City of Davis by training them to use essential tools that make their operations more efficient. This will enable them to reach their full revenue potential and stabilize their jobs in the child care industry. Through BOOST, FCC providers get personal guidance, relevant technology tools and learn best practices to grow and sustain their business, all while supporting the LMI families they serve. Therefore, WeeCare requests \$132,000 in CDBG funding to pay for the program personnel, technology tools, and marketing expenses to run BOOST for one year. This will benefit 11 LMI FCC owners, potentially create 4 new LMI jobs, increase a provider's skillset, and can benefit up to 154 LMI families who use these child care services.

WeeCare proposes CDBG funds be allocated to benefit child care providers throughout the City of Davis. The program, BOOST (Business Operation & Optimization Support Tools), provides specialized technical assistance and business support for these microenterprises, known locally as FCCs. They serve children ages 0-5 (and up to age 13 with before/after school care). The BOOST program will expand economic opportunities for FCC providers in the City of Davis by training them to use essential tools that will make their operations more efficient. This program will empower them to reach their full revenue potential and stabilize their jobs in the child care industry.

Through BOOST, the FCC providers located in various places within the City get individual business coaching and learn best practices to grow and sustain their business. Their child care businesses support many Low-to-Moderate Income (LMI) families who depend significantly on their services. WeeCare is designed to serve FCC providers and families 24 hours a day, every day of the year. BOOST participants will receive the same access to its services year-round.

WeeCare has identified 11 FCCs within the City limits. Although more may exist, to curate an effective program, the scope of this proposal will be based on those 11. This program will be made available to **all** licensed FCCs in the City of Davis, and applicants will be prioritized based on their level of risk and need.

BOOST aims to increase FCC provider wages by tackling all three sides of the Iron Triangle: Enrollment, Fee Collection, and Revenue/Expense Ratio. It does so by teaching FCC providers how to use a robust Child Care Management System that automates enrollments and waitlists, tracks attendance, facilitates tuition payments, and much more. BOOST also provides customer leads for each provider and teaches them how to market themselves, so their child enrollment can **reach its full capacity and stay there**. By learning time-saving business automation tools and reaching full child enrollment, FCC providers will earn more money and reach a state of financial equilibrium. Reaching this healthy model, year after year, will lift FCC Providers out of low-income brackets and put them on a track to financial freedom. They can then invest in their staff development and program quality, try new innovative practices, and save up for unexpected emergencies.

The other half of the equation to solving City of Davis's child care crisis is to equip its families to easily find providers who fit their unique needs. WeeCare has a distinct advantage in that it is immersed in both the supply and demand side of the child care field. Anyone can use WeeCare's website or app for free and find care based on customizable attributes. Families are then assigned to a Care Manager who helps them match and enroll with a FCC provider. WeeCare uses a centralized database system that matches families' care schedules with its providers' current capacity openings in real-time. Care Managers accomplish this matching in seconds and with the most up-to-date and accurate information. This eliminates the need for families to spend days searching for child care on their own. Additionally, families can be on multiple WeeCare Providers' waitlists and receive automatic updates on their status and spot rather than having to call each provider individually. With real-time information about changes in capacity, families are automatically informed by notifications via text message, email, and in-app notifications. They can also see their place and status on each provider's waiting list at any time.

Once a family is enrolled, WeeCare's services continue throughout their entire care experience. Families can use the WeeCare App to see real-time information about their child's progress and FCC provider details. Families receive a secure photo and video updates (called "Moments") and a brief description of their activity every day. The WeeCare app makes it easy for families to feel connected and at ease, giving them a candid look into their child's day. The Moments feature enables providers to link the specific curriculum activity in the photo or video and recommend discussion topics for

families. If families do not have the app, communication and images are sent through text message; if a family does not have a phone, printed reports are available to the family at the facility.

Families and providers can engage in two-way communication through the in-app, web portal, video calls, voice messages, phone calls, or text messages that BOOST staff monitor in real-time. If contact with families drops below quality standards, Care Coaches prompt providers to keep up regular communication. In addition, the Care Managers and Coaches act as the third-party mediator to help ensure and build the relationship between family and provider. They can diffuse any friction from common issues such as unsigned attendance sheets or missed tuition payments. In addition, all of this can be done in any language the provider or family is most comfortable using because BOOST staff have access to language translation services. They can prepare curricula, and activity prompts in the languages most spoken in the City of Davis.

BOOST strengthens an integral part of the child care industry, FCC Providers, which provide an important benefit for underserved populations in the City of Davis. Bolstering the child care workforce will increase access to affordable, high-quality child care and help disadvantaged parents, particularly those working or seeking employment, balance their responsibilities at home and work. This can improve their economic stability and prospects for upward mobility, as well as help them to better provide for their families.

**c. Outreach** (Describe the outreach your organization will provide for the CDBG-funded project, as well as provide a list of the languages currently included in your organizational outreach)

WeeCare has identified 11 FCCLABELS within the City limits, although more may exist, for the purposes of submitting a budget, the scope of this proposal will be based on those 11. This program will be made available to *all* licensed FCCs in the City of Davis and applicants will be prioritized based on their level of need.

To ensure equitable and fair access, outreach efforts will be made to inform *all* eligible providers of the program via multiple mediums of communication. WeeCare's public announcement and affirmative marketing strategies include creating a unique website for the City of Davis for all digital marketing to direct to, publicity via social media and local newspapers, and announcements through community organizations that have proven relationships with child care providers (ex: Local libraries, Parks and Recreation, etc.).

A marketing campaign will launch to also make LMI families who need child care aware of the open spots available at participating locations. WeeCare will take out paid advertisements in key locations such as grocery stores, bus stops, clinics, WIC offices, and other locations where a need has been identified. These advertisements will educate families on how to determine their own child care needs and how to enroll with a participating FCC provider.

Parents and providers can use the app to communicate with one another and with the WeeCare support team. Support for both families and providers is available in over 30 languages. We can communicate directly with our entire network and confirm that the messages have been read. If a provider has not read the information, we're able to send reminders until they do.

**d. Organizational Capacity** (Summarize your organizational capacity for the proposed project)







WeeCare is the largest network of licensed family child care providers in America. Its mission is to improve access to affordable, high-quality child care for *all* families. It does this primarily by supporting Family Child Care (FCC) providers in operating their own sustainable businesses. These child care providers run daycares for children ages 0-5 (and up to age 13 for after-school care) from their own homes. They are qualified as microenterprises with five or fewer employees and provide early care and education for up to 8-14 children at a time, depending on their licensed capacity.

WeeCare is a for-profit organization that was established in 2017 by CEO Jessica Chang, CTO Jesse Forrest, and CMO Matt Reilly. When her own children were born, Chang struggled to find quality child care. Nannies were too expensive, and most preschool centers had lengthy waitlists. Chang ultimately quit her job to become a preschool owner-operator herself. While in the field, she observed two major industry challenges: high overhead costs and low teacher retention. Chang, Forrest, and Reilly were inspired to start WeeCare to help child care providers open and manage daycares in a smart, tech-savvy manner. They grew it to become a full-service marketplace that connects child care providers, nannies, and babysitters with families across the country.

Today, WeeCare has almost 100 employees across its teams like Product Research and Development, Technology, Engineering, Family And Provider Operations, Marketing, Government Affairs, And Business Development. In addition, the Community Programs will have dedicated program staff devoted to its operation and success. WeeCare provides all its services and does not subcontract any work.

In 2021, WeeCare began working with various government agencies to bridge the gap in communities where child care resources are scarce. WeeCare offers programs that boost local businesses, ensure children receive developmentally-appropriate practices, help prevent homelessness, and even help communities recover from the devastating aftermath of COVID-19. The National Institute for Early Education Research found that children receiving high-quality early education are more likely to have better school outcomes and future career outcomes, potentially breaking the cycle of poverty in marginalized communities (2022). Early education is a crucial determinant of a child's future success and is particularly important for disadvantaged communities and communities of color. WeeCare's community programs, like BOOST and CASE, work to upend stubborn, inequitable systems that have plagued the child care field and society as a whole. These same unjust systems are particularly harsh on women of color who endure multiple biases from the intersectionality of their gender and race. Today, WeeCare operates in all 50 states and is proud to have a provider network that is 98% female-run and 82% minority-owned.

In 2022, WeeCare was recognized by Inc. Magazine as one of America's top 500 most successful and fastest-growing companies. There are a handful of competitors in the same child care space as WeeCare, but the company's flexibility and capacity to scale are unmatched. Compared to its competitors, WeeCare has the highest impact rate per dollar.

Est. at Mid-March 2020	 WeeCare	 Wonderschool	 Bright Horizons
# of U.S. Locations	2,500	1,000	705
All-in Cost per Location	\$2,300	\$24,100	\$2,500,000
Location Capacity	10	10	126
<b>Cost per Child Slot</b>	<b>\$230</b>	<b>\$2,410</b>	<b>\$19,841</b>
<b>Estimated Capital Efficiency Ratio</b>	<b>1</b>	<b>10.48x</b>	<b>86.27x</b>
Cost to serve 10,000 children	\$230,000	\$2,410,000	\$19,841,000
Given \$10,000, # of kids served	43.5	4.1	0.5
	 WeeCare	 Wonderschool	 Bright Horizons

In 2020, WeeCare's operations were independently assessed by a third party, and revealed that WeeCare had the highest funding efficiency of its rivals. WeeCare adds capacity roughly 10x more efficiently than its closest startup competitor, Wonderschool, and is 87 times more efficient with funding compared to Bright Horizons (Novak, 2020). Due to WeeCare's business model, technology backbone, and program structure, WeeCare has a proven track record of serving more children with less funding. Despite the devastating effects of the COVID-19 pandemic, WeeCare maintained funding efficiency during school closures, economic shutdowns, and spiking unemployment. To date, WeeCare has supported over 65,000 child care providers and has successfully matched over 3,000,000 families all over the country.

In the past year, WeeCare has expanded its partnerships to include public and private companies and municipalities to help solve the child care crisis together. WeeCare works with large and small business employers to provide comprehensive child care benefit packages to their employees. Some of its private partners include JC Penny, Goodwill, and Albertson's. WeeCare also partners with government agencies to expand child care accessibility and empower working families to enter or remain in the workforce.

WeeCare is familiar with different types of contracts, notably the procurement, compliance, monitoring, and reporting requirements at the state and federal levels. The following are two examples of its most recent government contracts.

During the 2021-2022 program year, WeeCare worked with Cathedral City, CA, as a sub-recipient of Community Development Block Grant (CDBG) funding to implement programs to benefit low-to-moderate income (LMI) persons. These programs were BOOST (business support for FCCLABEL providers), CASE (child care benefits for small enterprises), and Back2Work (tuition assistance for unemployed families seeking work). **The total project budget amount for the first program year was \$275,690**, and all programs were completed successfully. In summary, the BOOST program assisted 40

LMI FCC Providers and 232 LMI families, the CASE Program assisted 205 employers and 1,416 LMI families, and the Back2Work Program assisted 15 unemployed LMI parents. **In total, WeeCare assisted 1,703 LMI persons with the \$138,500 CDBG funds, equaling \$81.32/LMI person assisted.**

WeeCare is currently contracted with the State of California to administer child care subsidies to income-eligible families. It is sponsored by General Child Care and Development (CCTR) expansion funds through the Child Care and Development Block Grant (CCDBG) for FY 2021-2022. **WeeCare was awarded \$1.8 million to provide direct tuition subsidies for California children from birth to age three and school-aged children** (California Department of Social Services, 2022). Through its program WeeSubsidy, WeeCare will enhance and expand quality infant and toddler services throughout California in areas experiencing significant shortages. California has 58 counties with 39 million residents, 7.3% of whom face unemployment. Additionally, 161,500 are experiencing homelessness, about 5% of which are family households (United States Interagency Council on Homelessness, 2022).

The WeeSubsidy Program will provide support services and tuition reimbursement for 1,000 full-time child care slots at 615 network provider locations in 281 high-priority zip codes. The program is only open to high-need, low-income families with children ages birth to three. The main goal of WeeSubsidy is to establish a modern and efficient approach to an antiquated subsidy system.

Outdated, inefficient systems harm child care equity and accessibility for families.

For example, there has been a decrease in providers willing to accept subsidized families due to delayed reimbursement payments received from traditional subsidized programs (Adams & Synder, 2003). That means LMI families who rely on subsidy assistance are being turned away from child care locations due to a systemic issue. In contrast, WeeCare streamlines payments to its provider participants. WeeCare can quickly process the tuition providers receive, ensuring the payment will be distributed within 2-5 days. If needed, WeeCare can pay FCC providers upfront to streamline the process further, creating a bridge program for future revenue. In addition, both families and providers have transparent, real-time financial reports of their payments available at any time.

**e. Partnerships and Other Resources** (List other agencies you collaborate with and indicate whether or not your proposed project is duplicative of other projects operated by local public or non-profit organizations)

WeeCare has expanded its partnerships to include public and private companies and governments to help solve the child care crisis together. WeeCare works with large and small business employers to provide comprehensive child care benefit packages to its employees. It also partners with local governments to expand child care accessibility to empower working families to enter or remain in the work force and increase their overall wellbeing.

WeeCare works with an array of public and private partners and has developed different programs to serve different needs. Our main programs collaborate with municipalities and private employers. BOOST stands to benefit from WeeCare's partnerships with other community organizations that facilitate child care services, workforce development initiatives, and efforts to support working families.

For example, WeeCare is contracted with the State of California to administer child care subsidies to income-eligible families through the General Child Care and Development (CCTR) Expansion program. The funding is to provide direct services for California children from birth to age three and for children that are school age. WeeCare was awarded \$1.8 million and is in the process of rolling out a tailored subsidy program called WeeSubsidy, for qualifying LMI families (California Department of Social Services, 2022).

WeeCare also sits on the Child Care Planning Committee for Los Angeles County and regularly meets with agencies like California's Department of Social Services, Child Care Center Directors, Resource and Referral agencies, Family FCC Providers, parents of young children, Board of Supervisor representatives, and so on. WeeCare also communicates with Child Care Providers United, a union that offers professional development for child care providers. This collaboration can help FCCs complete trainings to acquire specialized skills.

WeeCare provides all its direct services to its clients and does not subcontract any work. However, WeeCare does work with several partner organizations by accepting referrals and by referring its providers and families to additional resources when a need is identified. Examples include business requests like licensing questions or personal matters such as food insecurity or concerns about developmental delays.

There are many resources that complement each other in the child care field. To the best of WeeCare’s knowledge, other child care resources in the area do not provide 24/7 support to each FCC provider or family looking for care. WeeCare works in tandem with other relevant services to build a provider’s resource “toolbox.” If a provider is already using similar services successfully, their low level of need would rank them lower on the eligibility list. The applicants with a high level of need will be prioritized to ensure services are not duplicated.

**PERFORMANCE MEASUREMENTS AND SCHEDULE**

<b>ACTIVITY</b> (What the program does to fulfill its mission)	<b>INDICATOR</b> (The direct products of program activities)  <b>SERVICE #s</b>	<b>OUTCOME</b> (Benefits that result from the program)	<b>COMPLETION DATE</b> (When the specific task is completed)
Business and technical assistance for FCC providers in the City of Davis	Provide business and technical assistance to <u>11</u> FCC providers in the City of Davis	<ul style="list-style-type: none"> <li>● Increase Revenue of FCC providers</li> <li>● Increase of support requests answered from FCC providers</li> <li>● Increase number of family tours scheduled and completed</li> <li>● Increase number of children enrolled, part time and full time</li> <li>● Increase number of teaching assistant jobs created.</li> <li>● Decrease self-reported hours saved on administrative tasks</li> <li>● Increase level of family engagement</li> </ul>	June 30, 2024

**CITY OF DAVIS  
COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM**

**BUDGET SUMMARY FOR PROPOSED PROJECT\***

\* Please use Project Budget Summary Excel form available on the City of Davis website and revise budget items as needed

Budget Category	CDBG/HOME Portion			Other Funds for Project (Non-CDBG/HOME)					Totals
	Salaries & Wages	Fringe Benefits	Total Salary + Fringe	Other Federal Funds	State Funds	Local Funds	Private Funds (List Source)	Other (List Source)	
Salaries/Wages (Specify each position)									
<b>Direct Service Personnel</b>									
1									\$0.00
2									\$0.00
<b>Administrative Personnel</b>									
1									\$0.00
2									\$0.00
Consultant/Contract Services									\$0.00
<b>TOTAL PERSONNEL BUDGET</b>									\$0.00
Supplies and Equipment for Service Delivery									
<b>DIRECT SERVICE SUPPLIES AND EQUIPMENT BUDGET</b>									
Office Rent									\$0.00
Utilities									\$0.00
Telephone									\$0.00
Office Supplies									\$0.00
Project Supplies (Specify)									\$0.00
Printing									\$0.00
Travel									\$0.00
Training									\$0.00
Internet									\$0.00
Postage									\$0.00
Other (Specify)									\$0.00
<b>TOTAL DIRECT SERVICE BUDGET</b>									\$0.00
<b>ADMINISTRATIVE COST BUDGET</b>									
Insurance									0.00
Fidelity Bond									0.00
Utilities									0.00
Telephone									0.00
Other (Specify)									0.00
<b>TOTAL DIRECT COST BUDGET</b>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTAL PROJECT BUDGET</b>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

All applicants are requested to submit a copy of their organization's Operating Budget.



**CITY OF DAVIS  
COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM**

**CAPITAL PROJECT BUDGET SUMMARY\***





\* Please use Capital Budget Summary Excel form available on the City of Davis website and revise budget items as needed

Budget Category	CDBG/HOME Portion				Other Funds For Project (Non-CDBG/HOME)					Totals
	Salaries & Wages	Fringe Benefits	Total Salary + Fringe	Direct Project Related Costs	Other Federal Funds	State Funds	Local Funds	Private Funds (List Source)	Other (List Source)	
<b>Project Development and Management Staff</b>										
Salaries/Wages (Specify each position)										\$0.00
1										\$0.00
2										\$0.00
3										\$0.00
4										\$0.00
<b>Land Acquisition</b>										\$0.00
<b>Design</b>										\$0.00
Architect										\$0.00
Engineer Fees										\$0.00
Materials										\$0.00
Other: (Specify)										\$0.00
Other: (Specify)										\$0.00
Other: (Specify)										\$0.00
Other: (Specify)										\$0.00
<b>Final Development</b>										\$0.00
Materials										\$0.00
Soft Costs										\$0.00
Carrying Costs										\$0.00
Fees										\$0.00
Permits										\$0.00
Other: (Specify)										\$0.00
Other: (Specify)										\$0.00
Other: (Specify)										\$0.00
<b>Renovation or Construction (Specify Each)</b>										\$0.00
Electrical										\$0.00
Plumbing										\$0.00
Heating										\$0.00
Interior Rehabilitation										\$0.00
Exterior Rehabilitation										\$0.00
Grounds										\$0.00
Improvements										\$0.00
Framing										\$0.00
Other: (Specify)										\$0.00
<b>TOTAL PROJECT BUDGET</b>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

All applicants are requested to submit a copy of their organization's Operating Budget.



## Board Members

	<b>Name</b>	<b>Position</b>	<b>Profession/ Affiliation</b>	<b>Current Term Start Date</b>	<b>Current Term End Date</b>
	Anna Barber	Member	Partner at M13	Feb 2022	N/A
	Jessica Chang	Chair	CEO of WeeCare	Sept 2017	N/A
	Jesse Forrest	Member	CTO of WeeCare	Sept 2017	N/A
	Richard Kerby	Member	Co-founder of Equal Ventures	Feb 2021	N/A