



Edwin M .Lee
Mayor



September Jarrett
Director

Office of Early Care and Education (OECE)
Citizen's Advisory Committee Meeting Minutes
May 18, 2017, 4:00pm – 6:00pm
San Francisco State University, 1600 Holloway Avenue, HSS 371

Members Present: Sandee Blechman; Kim Garcia-Meza; Kathie Herrera-Autumn;
Meredith Osborn; Yohana Quiroz; Lygia Stebbing; Candace Wong; Jerry Yang;
Meenoo Yashar

Members Absent: None

OECE Staff Members Present: September Jarrett; Sandra Naughton; Maya Castleman

Members of the Public Present: Sarah Hicks-Kilday, SF Child Care Providers Association;
Chelsea McNutt, SF State; Fonda Davidson, Cross Cultural Family Center; Alyson Suzuki, Wu
Yee Children's Services; Cheryl Hughes, Wu Yee Children's Services

I. Call to Order/Welcome/Agenda Review

Ms. Quiroz welcomed Committee Members, OECE staff, and members of the public and thanked our partners at San Francisco State University for hosting the meeting.

II. Target Populations Concern Raised at Last Meeting

A concern was raised at the end of the May, 2017 CAC meeting about target population definitions in the NOFA. Specifically, a CAC member was concerned that some target populations (Latino/a, African-American, and English Language Learners) had a low-income requirement while others (Homeless children, children involved in the child welfare system, and children with special needs) did not. Due to time constraints, CAC members did not have a chance to respond and discuss the concern at the May, 2017 meeting.

Ms. Jarrett summarized the process for determining the target population definitions which included CAC discussion and analysis of data around achievement gaps at Kindergarten entry. Data showed significant achievement gaps for each of the defined target populations but given limited resources, OECE had to make tough decisions for this first round of funding about who would benefit most from city support and how to best address and prioritize the long waiting list of low-income

families who are eligible for child care subsidies. Low-income modifiers were not added for homeless children and children involved in the child welfare system because San Francisco has a long-standing commitment to prioritizing these children. The decision not to add the low-income modifier for children with special needs was based around the population's significant and unique risk-factors and achievement gap data showing particularly disparate outcomes. Additionally, the size of the special needs population seeking support is relatively small and a need the Office could realistically meet during the first round of funding (as of May, 2018 there were 87 Special Needs, 1086 Latino/a, and 362 African-American children on the centralized child care eligibility waitlist).

- A CAC member requested further clarification on the decision not to include a low-income qualifier for children with special needs
 - Disability and special needs knows no class background and the achievement gaps we see in the research for kindergarten readiness are profound. While income may be a compounding factor for children with special needs, the decision was made to include all incomes based on the readiness data we had available.
- A CAC member referenced SFUSD data and definitions of target populations that do not include low-income modifiers.
 - Another CAC member responded: SFUSD research and data mentioned looks at elementary school only, not Pre-K or preschool. SFUSD Pre-K is subsidized through city funding so the target populations defined in the NOFA are exactly the same for ELS providers and SFUSD.
- A CAC member asked: Do children with special needs whose families are above 110% SMI get subsidies or do they just get additional support in locating child care that meets their specific needs?
 - Special needs children whose families are above 110% SMI do receive subsidies but are also required to pay the maximum family fee as outlined in the ELS family fee schedule. It is typical for families who have children with special needs to have additional uncovered expenses related to their child's education and development that are not accounted for in the financial certification process.
- A CAC member commented: If resources were so limited, it would have been fairer to include a low-income modifier across Latino/a, African-American, English Language Learners, *and* Special Needs populations.

III. Minutes

- **Revised Minutes 01/19/17.** Motion to approve. Approved as amended.
- **Draft Minutes 03/18/17.** Motion to approve. Approved.

IV. Director's Report (See attachment 1)

- **Directors Report Highlights**

- The Office is still working to fill several vacant positions.
- Mayor Lee announced 2.1 million dollars of his FY17-18 budget will be added to the ACCESS homeless child care program to clear the current waiting list.

V. NOFA and Budget Updates and Discussion

- **Budget Update Highlights** (See attachment 2)
 - OECE budget previously included \$80 million for subsidies (aka ELS Supports), now \$82.1 million reflecting truly new ACCESS dollars.
 - In response to a previous question about what programs fall into the \$16.9 million “Quality Improvement and Capacity Building” bucket. Ms. Jarrett shared a more detailed break-down of programs (see attachment 2, slide 5).
 - The governor’s May budget revision included increases (see attachment 2, slide 10 for details) that impact ELS funding. Ms. Jarrett asked the CAC to discuss the following three options for how state increases should be allocated:
 - **Option 1:** One-time increase to the Tier 3 ELS funding rate for providers receiving SRR given the early stages of implementing the ELS model (which would increase teacher pay and help address the gap to self-sufficiency for ECE staff)
 - **Option 2:** Increase available dollars to serve more children (either through more ELS vouchers or ELS reserved spaces)
 - **Option 3:** Use for other needs in the field—i.e. educational pathways, See Well to Learn, etc.
 - After discussion of the pros and cons of each option, CAC unanimously advised OECE to adopt **Option 1** with the qualifying suggestion that Title V centers use the one-time increase to recruit and retain teachers.
- **NOFA Update** (See attachment 3)
 - Sandra Naughton summarized the funding requests OECE received via the NOFA applications and gave an overview of funding types and aggregated amounts awarded to Centers and FCC’s.
 - Ms. Naughton presented several of OECE’s immediate next steps which included a commitment to collect feedback from those who participated in the application process. OECE asked for input around the following three options for collecting NOFA applicant feedback:
 - **Option 1:** Reschedule the July CAC meeting to host an evening Listening Session with small groups facilitated by CAC and OECE staff
 - **Option 2:** Schedule a July Saturday Listening Session with small groups facilitated by CAC and OECE staff

- **Option 3:** Ask hosts of existing meetings with providers to be added to their agenda in July/August for an abbreviated listening session
 - Some CAC members felt that a listening session in July may be too early in the roll-out process to collect feedback and suggested waiting until the 2nd Quarter. Also, July is not ideal as many people are on vacation.
 - CAC member suggested two-pronged approach: one meeting to collect feedback around the *application* process in July and one or more separate town-halls to collect feedback around *implementation* in Q2 or Q3.
 - Despite concerns about timing, CAC members largely agreed it was important to collect feedback around the application process as soon as possible.

VI. First Discussion - Pathway to Universal Child Care in San Francisco

Due to time constraints, the CAC did not have a chance to discuss this topic. The topic will be added to the agenda for the next CAC meeting.

VII. CAC 2-year Anniversary and end of Fiscal year

- **Election of Officers for FY 17-18**
 - Due to time constraints, election of officers for FY 17-18 will take place at the next CAC meeting.
- **Term expirations / renewals:**
 - Ms. Jarrett shared that there are four CAC seats up for renewal at the end of May, 2017 in accordance with the advisory body's enacting ordinance. OECE has reached out to members with expiring terms regarding the application process for reappointment and, as obligated, has also shared the seats that are available and the application process with the field.
- **Future Meetings – Proposed Schedule and Discussion of Topics**
 - OECE CAC enacting ordinance requires four meetings per calendar year. OECE proposed continuing an every-other-month meeting schedule for FY 17-18.

VIII. Closing

OECE will be in touch with CAC members about scheduling regarding the July Listening Session and will send out the FY 17-18 series of CAC meeting invites after the appointment process for the four seats with expiring terms is complete.

Attachments:

1. Director's Report
2. Budget Presentation
3. NOFA Presentation

Attachment 1: Director's Report



Edwin M. Lee
Mayor



September Jarrett
Director

To: OECE Citizen's Advisory Committee Members
From: September Jarrett, Director
Date: May 18, 2017
Re: Director's Report

It's a dynamic, challenging time of growth for our organization and early care and education system for the city. I am writing to share a few key updates related to our organizational development; policy environment; and implementation of the citywide plan.

I. OECE Organizational Development

We continue to work through the civil service hiring processes for several open positions. Unfortunately, joint recruitments with other divisions of the Human Services Agency have not resulted in candidates that have requisite early care and education experience and the language capacity we need within our team to fulfill our mission. We hope to have some new job postings ready shortly, and hope you will share them with your networks.

OECE plans to work with MIG in the coming fiscal year on organizational development and SF Citywide Plan implementation, including debriefing the NOFA process.

Evelyn and Walter Haas, Jr. Fund has generously provided me a grant to participate in a week long leadership intensive at Rockwood Leadership Institute. I will attend in November, and am doing pre-work on reading about different leadership models, conducting self-assessments, and will have 12 colleagues do peer leadership review of my strengths and areas of improvement as part of the process.

<https://rockwoodleadership.org/>

II. Policy Updates

- **Federal Policy** – The landscape continues to be changing at the federal level, and we are seeking to understand the direct and indirect impacts on children and their families as well as early care and education.
- **State Budget** – Thanks to continued advocacy by the early care and education field and parents, Governor Brown’s May Revision restores the \$500 million child care package from the 2016-17 budget, which was “paused” in the January budget proposal. The May Revision includes the full budget agreement from last year, including:
 - Increase of \$67.6 million to reflect the full 10% SRR increase from 2016-17.
 - Adds an additional \$92.7 million to provide a 6% SRR increase to all center-based contractors beginning July 1, 2017.
 - Increase of \$42.2 million to increase RMR to the 75th percentile of the 2016 survey beginning January 1, 2018
- **Local Budget** – Mayor Lee focused his first budget announcement on early care and education, with a commitment of \$2.1 million in new funding for the ACCESS child care program to serve homeless families. With this expanded funding from the Department of Children, Youth & Their Families in our OECE budget, our goal is to expand the definition of homelessness for the program (beyond shelter families); expand the ages served from 0 – 5 to reach our continuity of care goals; and to eliminate the current waitlist of 140 homeless children. Chronicle coverage: <http://www.sfchronicle.com/bayarea/article/S-F-Mayor-Lee-wants-to-expand-homeless-child-11139444.php#photo-12887220>

The Mayor is scheduled to release his proposed budget on June 1. The Human Services Agency budget (including OECE) is scheduled for a first hearing at the Board of Supervisors on June 19, and second hearing on June 22.

III. 0 – 5 System Improvement and NOFA Process

- OECE staff is preparing a presentation on the NOFA process and looks forward to a discussion with you on this issue.
- OECE’s application to be included in the Mayor’s Office of Civic Innovation’s Start Up In Residence program was accepted. The program matches start-up companies interested in providing pro-bono technology consulting with government agencies facing challenges that can be addressed through technology. Four start-up companies applied

to work with OECE. Within the coming weeks, OECE hopes to select one of the applicants to partner with for the 16-week pro-bono STIR program with a focus on making progress on the next iteration of our centralized eligibility/waiting list, also known as SF3C.

- In honor of teacher appreciation week, OECE joined First 5 in hosting the 2017 Excellence in Teaching Awards at the Children’s Creativity Museum on Thursday, May 11th. It was a wonderful evening celebrating outstanding professionals and the amazing diversity and quality of our local early care and education system. If you have a few minutes, please enjoy the wonderful video profiles of each awardee:

Dorena Lee of Wah Mei Preschool

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Lorena and Argentina of Mission YMCA

https://www.dropbox.com/s/suj336r8bqno48n/F5_Lorena_and_Argentina_V4C1_KB.mp4?dl=0

Renee Underwood, Family Child Care Provider

https://www.dropbox.com/s/vnb5a5k0za782kw/F5_ReneeUnderwood_0108_EMH.mp4?dl=0

Julie Wong of Noriega CDC of SFUSD

https://www.dropbox.com/s/jhdret33op90995/Julie_Wong_07_1.mp4?dl=0

Velma Moore of Wu Yee Bayview Kirkwood

https://www.dropbox.com/s/r14q389looconnc/VelmaMoore_10.mp4?dl=0

We appreciate your advice as we continue to implement our mission, work on 0 – 5 system implementation, and streamline our system of services for 2017-2018.

Attachment 2: Budget Presentation







Presentation to OECE Citizen's Advisory Committee on 17-18 Budget

May 18, 2017

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Budget Process

- Mayor issued Instructions in November 2016
 - 1.5% General Fund Reduction in 17-18
 - 3% General Fund Reduction (combined) in 18-19
 - No new positions
- OECE submitted a budget proposal on February 21, 2017
- Mayor will release a budget proposal on or before June 1, 2017
 - Includes **\$2.1 million in new funding for ACCESS child care** to serve 140 more homeless children under 5
- Board of Supervisors will consider June and July
 - June 19 and June 22 budget hearing

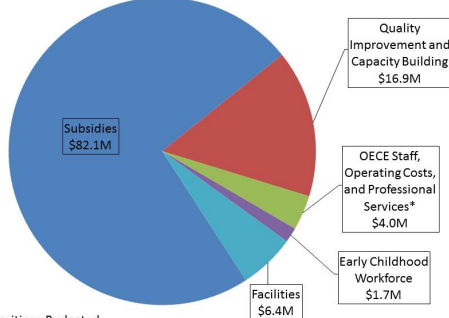
OECE 2

Budget Goals

- San Francisco's Citywide Plan for Early Care and Education creates a bold vision for San Francisco children and families
- SF invests local resources to expand opportunities for young children and families
 - Improving Affordability for Families
 - Increasing Quality
 - Creating More Child Care Spaces

OECE 3

FY17-18 OECE Budget by Program



Program	Amount
Subsidies	\$82.1M
Quality Improvement and Capacity Building	\$16.9M
OECE Staff, Operating Costs, and Professional Services*	\$4.0M
Early Childhood Workforce	\$1.7M
Facilities	\$6.4M

*No New Positions Budgeted

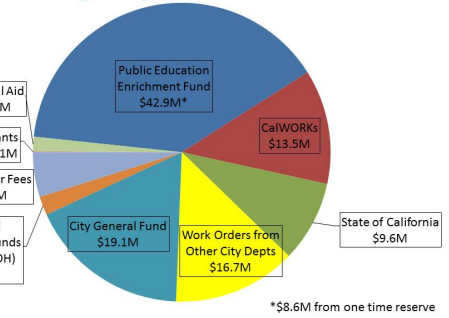
OECE 4

Quality Improvement & Capacity Building *includes*

- Public Health Consultations (DPH)
- Mental Health Consultations (DPH)
- Family Child Care Quality Network
- Resource & Referral Local Funding
- SF3C (centralized waiting list)
- Training, Coaching, Quality Improvement
- Quality Grants to Providers
- Curriculum Enhancements (Literacy, Arts)

OECE 5

FY17-18 Budget by Revenue Source



Revenue Source	Amount
Public Education Enrichment Fund	\$42.9M*
CalWORKs	\$13.5M
State of California	\$9.6M
Work Orders from Other City Depts	\$16.7M
City General Fund	\$19.1M
Developer Fees	\$5.3M
Staff and Operating Funds (Allocable OH)	\$2.2M
Grants	\$0.1M
Federal Aid	\$1.7M

*\$8.6M from one time reserve

OECE 6

Affordability

Issue

- 2,400+ low-income children on a child care waitlist
- More than 50% of families have difficulty affording high quality child care and early learning



Strategy

- San Francisco's New Early Learning Scholarship (ELS) Program will serve low-income children from the waitlist
- Through ELS, families will keep their assistance in place up to 110% of Area Median Income
- A handful of centers will pilot a sliding fee scale for moderate income families

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Improving Quality

Issue

- State & Federal rates pay only 2/3 cost of care in high cost San Francisco



Strategy

- The local Early Learning Scholarship will enhance reimbursement rates of provider partners to improve the quality of services and compensation of professionals
- Investment in training, coaching, quality improvement and educational pathways and incentives for the workforce

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Creating More Spaces

Issue

- Not enough quality child care spaces to meet needs of families



Strategy

- Developer fees and other funding to provide grants and loans to provide new facilities and spaces, and leverage private investment

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Budget Updates

The Governor's May Revise for 17-18:

- Restores 10% State Reimbursement Rate (SRR) increase from 2016-17 (5% more) which impacts Title 5 programs
- Adds an additional 6% State Reimbursement Rate (SRR) increase beginning July 1, 2017
- Increases Regional Market Rate (RMR) to the 75th percentile of the 2016 survey beginning January 1, 2018 which impacts state vouchers
- Makes adjustments to CalWORKS Stage 2 and Stage 3

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Discussion and Feedback

- **Option 1:** One-time increase to the Tier 3 ELS funding rate for providers receiving SRR given the early stages of implementing the ELS model (which would increase teacher pay and addressing the gap to self-sufficiency for ECE staff)
- **Option 2:** Increase available dollars to more serve children (either through more ELS vouchers or ELS reserved spaces)
- **Option 3:** Use for other needs in the field—i.e. educational pathways, See Well to Learn, etc.

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Next Steps

May 18, 2017

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Attachment 3: NOFA Presentation



Presentation to OECE Citizen's Advisory Committee on Early Learning Scholarship NOFA

May 18, 2017

Early Learning Scholarship Approach

- Over-arching goals from Citywide Plan:
 - Increase funding so providers can offer quality
 - Incentivize full earning of state/federal funds
 - Pilot an approach to assist moderate income families
 - Continuity of care for target populations
- Blend multiple local funding programs into one funding agreement per agency
- Moving toward performance-based contracting (e.g. earn funding for each child served)



OECE – Center Awards

Overview of Center Applications

- 53 applications submitted
- \$26.9 M requested
- In addition, requested 355 spaces for moderate-income children, an additional \$5 M request
- All applications are qualified pending final confirmation from state licensing



NOTE: OECE issued a separate RFQ for Head Start/Early Head Start.

OECE – Center Applications

Overview of Preliminary Center Awards

- All applications are qualified pending final confirmation from state licensing
- 51 Center agencies received preliminary funding for ELS Gap on CCTR/CSPP, ELS City (Reserved), Preschool for All and/or Transition Funding: \$22.7 M
- 1 center agency received preliminary Transition Funding only of \$15K

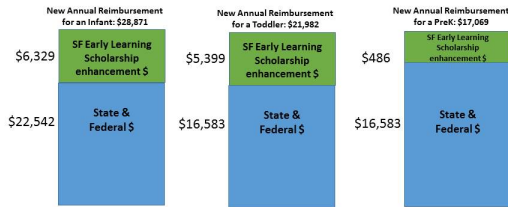


NOTE: OECE issued a separate RFQ for Head Start/Early Head Start. Results are pending.

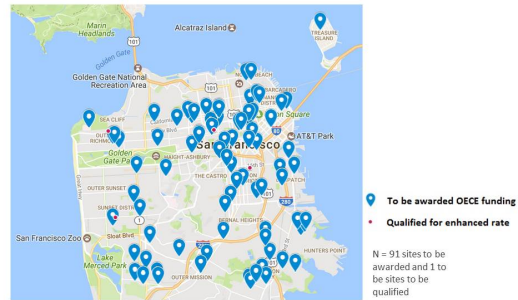
OECE – Center Awards

Enhanced Rates for Qualified Providers

All providers qualified through the NOFA will earn a higher reimbursement rate for every child enrolled with a local, state or federal voucher or contract



Center Sites – Preliminary OECE Funding Awards



OECE – Center Awards

OECE – Center Awards

Overview of Family Child Care Home Applications



Application Language	Number of Applications	Total Funding Requested
English	84	\$8,657,776
Chinese	126	\$7,326,628
Spanish	58	\$2,461,935
Total	268	\$18,446,339

Overview of Family Child Care Home Awards

- All applications are qualified pending final confirmation from state licensing
- 44 FCCs received preliminary ELS City (Reserved), Preschool for All and/or Transition Funding: \$2.9 M
- 26 FCCs received preliminary Transition Funding only: \$366K



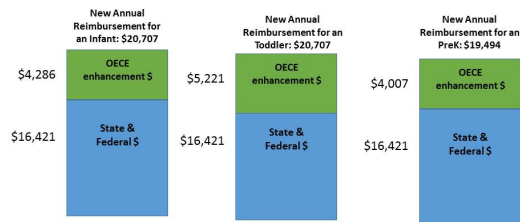
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OECE – Family Child Care Home Applications

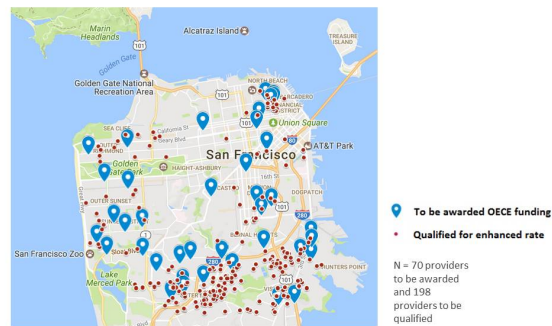
OECE – Family Child Care Home Awards

Enhanced Rates for Qualified Providers

All providers qualified through the NOFA will earn the same, higher reimbursement rate for every child enrolled with a local, state or federal voucher or contract



FCC Homes – Preliminary OECE Funding Awards



OECE – Family Child Care Home Awards

OECE – Family Child Care Home Awards

Immediate Next Steps

- Responding to providers' questions/concerns
- Protest process extended to May 19, 2017
- Planning for continuity of funding for all current city-funded children with ECE Integrated Services Grantees (Children's Council and Wu Yee)
- Finalizing policies, guidelines, forms for July 1 implementation

Learning throughout the Process

- OECE contact person for each provider
 - Shift in organizational approach to relationship management model
 - Robust feedback from providers about their individual circumstances
- With Partners
 - Feedback from stakeholders
 - 2 meetings with FCCs partners
 - Planning with ECE Integrated Service Providers
 - Town hall this summer
- Internal mechanisms
 - Staff debrief sessions
 - Staff survey

Summer Town Hall Options- Discussion

Option 1: Reschedule the July CAC meeting to host an evening Listening Session with small groups facilitated by CAC and OECE staff

Option 2: Schedule a July Saturday Listening Session with small groups facilitated by CAC and OECE staff

Option 3: Ask hosts of existing meetings with providers to be added to their agenda in July/August for an abbreviated listening session



Time Line

May – ongoing:	Planning meetings with Integrated Services Grantees re: subsidy administration and Resource and Referral
May 19:	Protests due
Late May:	OECE responds to protests OECE announces results of Head Start/EHS RFQ
End of May:	Integrated Services Grantees contact providers with current city-funded children about continuity of funding in 2017-18
June:	Paperwork signed by providers and families
July 1:	Fiscal Year begins



Questions?