



Edwin M. Lee
Mayor

Committee Members
Sandee Blechman
Kathie Herrera-Autumn
Meredith Osborn
Yohana Quiroz
Lygia Stebbing
Pat Sullivan
Candace Wong
Jerry Yang
Meenoo Yashar



September Jarrett
Director

Office of Early Care and Education (OECE)
Citizen's Advisory Committee Meeting Minutes
Thursday, September 21, 2017
4:00 - 6:00 pm
1650 Mission Street, Suite 312

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

Members Absent: None

OECE Staff Members Present: September Jarrett; Sandra Naughton; Graham Dobson; Maya Castleman; Ashley Williams, Carlo Manaois,

Members of the Public Present: Sarah Hicks-Kilday, SF Child Care Providers Association; Jennifer Curran, Mimi and Peter Haas Fund

I. Call to Order/ Welcome/ Agenda Review

Ms. Quiroz welcomed members of the public, OECE staff, and Committee Members, including new member Dr. Pat Sullivan who was appointed by the Board of Supervisors in June, 2017 to fill Seat 6 representing Family Child Care Providers.

II. Minutes of May 18, 2017

Motion to approve. Request to include person-first language in reference to target populations. Approved as amended.

III. Director's Report (See attachment 1)

Due to time constraints, Ms. Jarrett was unable to review highlights but encouraged all members to read the detailed written report.

IV. [San Francisco Citywide Plan for Early Care and Education](#) Section 6: Financing Models Update and Discussion

a) Early Learning Scholarship Implementation

OECE staff presented on how OECE's new Early Learning Scholarship addresses the five financing recommendations laid out in the [Citywide Plan](#). Additionally, OECE's Deputy Director, Sandra Naughton, encouraged CAC members to review the ELS Operating Guidelines and shared several key reflections on ELS Implementation after the first two payment cycles. *(See attachment 2)*

- In response to the presentation a CAC member asked if there were things OECE wished they had done differently in designing ELS.
 - OECE response: Yes, OECE is constantly learning and refining. A few examples of things OECE would do differently next time:
 - Cost models for rate of quality were looking at averages and we have so much diversity across our Early Education programs that it's hard to take a single average and apply it to everyone. OECE would like to consider a more nuanced approach for subsequent rate analyses.
 - Communication and roll out of transition and reserved funding. Transition funding awards relied on prior year subsidy data which was often times incomplete or inaccurate. OECE is striving to develop a more robust and better maintained data system so we avoid similar setbacks in future funding cycles. Additionally, we hope that in future cycles we can get preliminary funding awards out earlier in the enrollment cycle to better align with ECE programs' needs.

- Based on feedback OECE has received since the July 1 roll-out, has the office made any changes?
 - OECE response: Yes. Since the roll-out we have made the following ELS policy updates in response to program partner feedback:
 - OECE designated 15 paid closure days for ELS programs. The original policy included 10 SF City and County observed holidays plus 5 flex days of the program's choice. Based on program partner feedback, we updated the policy to let programs choose all 15 days.
 - Based on challenges around the ELS-reserved referral process, we have now given program partners with reserved funding a 4-week grace period of payment as long as they are actively seeking a match.
 - OECE implemented sibling priority for reserved or voucher funding when one or more siblings are already enrolled. We are also currently exploring the feasibility of legacy sibling priority (siblings not concurrently

enrolled but family already has a relationship with program).

- How many children are being served by ELS?
 - OECE Response: our current rough estimate is around 11,000 children. However, we are working to compile a more exact number with no data duplications. We should be able to report back to you at the next CAC meeting.
- CAC members had several questions and comments in response to the Quality Investments by Total Local Sources pie chart (*attachment 2, slide 13*). OECE agreed to provide an updated version of the chart at the next CAC meeting that includes dollar amounts in addition to percentages. Additionally, OECE clarified that this chart takes a broad view of quality that goes beyond program-specific supports. Several quality investment sources listed (e.g. ACCESS Child Care Navigation and Support, Subsidy Case Management, SF3C Child Care Waitlist and Matching) address System quality and/or quality of family experience.

b) First Discussion: Preliminary Cost Estimates and Feedback on Priorities

OECE posed the following Question to CAC members: If OECE's budget increased by 5 million new dollars, what would you recommend prioritizing?

- CAC members agreed that increasing early educator compensation is a top priority. State and federal dollars are left on the table because Title V Centers cannot retain teachers and therefore cannot fully earn contracts. Spending money on wage parity with TK-12 would save city dollars on the subsidy side.
 - A CAC member commented: OECE's presentation indicated that increasing early educator compensation to parity with TK-12 teachers would require 50 million dollars of new city investments (*see attachment 2, slide 19*). If we are looking at a hypothetical budget increase of only 5 million, where can OECE invest and what can programs do besides increasing wages to retain teachers? Responses included:
 - Better benefits
 - Rent subsidies and/or First time homebuyer program. (5 million is a drop in the bucket for wages if we don't solve the housing crisis for our teachers)
 - BA stipends have already been working. Additional student loan forgiveness.
 - Parking (because so many people have to commute in / do not live in the city)
 - Increased respect and overall support for teachers, listen to them.

- ELS could leverage their group buying power to get lower premiums for health insurance
 - Sending staff to conferences not only contributes to quality but boosts morale by connecting professionals to a larger community.
 - Opportunities for teachers to connect with their colleagues at points of transition (e.g. infant teacher meets with toddler classroom teacher, preschool teacher interfaces with kindergarten teacher). This would contribute to teacher connectivity and morale as well as continuity and quality.
 - Let's ask teachers what would make them want to stay and use that to decide what to prioritize. SFUSD did a survey of TK-12 teachers around this topic and found wages were a top priority but also connection, and feeling heard was huge.
- Some CAC members believed that the greatest gap in our current system is in serving infants and toddlers and suggested OECE could use an additional 5 million dollars to prioritize infant/toddler subsidies.
- Several CAC members recommended investment in training and quality supports:
 - Subpool. Teachers can't participate in some of the great quality supports that are out there because there is no sub-support.
 - Let programs close for an additional 10 paid days to participate in PD, conferences etc.
 - Response: additional closures would be very tough from a parent perspective
 - Hands-on inclusion training with measureable outcomes, especially around working with children with special needs.
- A CAC member suggested that we may actually be able to achieve universal preschool if OECE allocated all 5 million dollars to it. There is something to be said for being able to cross it off the list.
- A CAC member suggested an investment in reducing family fees, especially for target populations.

V. Citizen's Advisory Committee Business

a. Updated Membership Roster

Ms. Jarrett summarized the appointment and reappointment process for three CAC seats that took place in May-June, 2017. Ms. Jarrett once again welcomed new CAC member Dr. Pat Sullivan.

b. Election of Officers for FY 17-18.

- Committee Chair: Motion to re-nominate Yohana Quiroz as committee chair. Motion approved.
- Vice chair: Motion to nominate Jerry Yang as Vice Chair. Motion approved.

c. Future Meetings – Proposed Schedule and Discussion Topics (*see attachment 3*)

Ms. Jarrett reviewed a proposal for FY 17-18 CAC meeting schedule and discussion topics. CAC members agreed to adopt the proposed schedule and in addition to the proposed topics also requested a discussion of the ELS technology roadmap (SF3C, COCOA, CC3 etc.).

VI. Public Comment and Closing

- A member of the public commented that they appreciated hearing about the “drop-in-the-bucket problem” in regards to compensation and all the CAC’s creative solutions around alternative ways to retain teachers besides wage increases. However, just because an increase may be relatively small across each teacher doesn’t mean wage increases shouldn’t be a priority.

Next scheduled meeting: November 16, 2017

For further information on OECE Citizen’s Advisory Committee meetings, please contact Maya Castleman

Email: maya.castleman@sfgov.org

Phone: (415) 355-3669

Attachments:

1. Director’s Report
2. ELS Implementation Update Presentation
3. CAC FY 17-18 Proposed Schedule and Discussion Topics

ATTACHMENT 1



Edwin M .Lee
Mayor

Committee Members

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



September Jarrett
Director

To: OECE Citizen's Advisory Committee Members
From: September Jarrett, Director
Date: September 21, 2017
Re: Director's Report

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

I. Citizen's Advisory Committee (CAC)

- CAC member **Kim Garcia Meza** completed her term of service in May. Kim is an exceptional educator and advocate, who has contributed greatly to the development of OECE and the CAC in our formative first years. Thank you, Kim!
- The San Francisco Board of Supervisors appointed **Dr. Pat Sullivan** to fill the family child care seat on the CAC for a two year term beginning May 2017. Dr. Patricia Sullivan is the Director of Baby Steps Family Child Care in San Francisco and a lecturer at City College of San Francisco and faculty member at San Francisco State University. She serves as President of the San Francisco Family Child Care Association. Dr. Sullivan holds a Bachelor of Arts in Psychology and Master of Arts in Early Childhood Education from San Francisco State University. She received her doctorate for her dissertation titled [*A Trail of Beadcrumbs: Black Early Childhood Education Student Success in Higher Education*](#). We are excited to have Dr. Sullivan join us, sharing her experience and the perspective of the San Francisco Family Child Care Association in our system building work.

II. New OECE Staff Members

- **Susanna Cheng, Fiscal Strategies Analyst**, joined OECE on August 21. She has over 18 years of experience working with child development programs and child care providers in San Francisco Bay area. Prior to joining OECE, Susanna worked with child care providers directly to provide technical assistance on business capacity building and facility development at Wu Yee Children's Services and Low Income Investment Fund. She is multi-lingual in English, Cantonese and Mandarin. She holds a MPA in Public Administration and a MS in Database Development from Golden Gate University. <http://sfoece.org/susanna-cheng/>

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- **Carlo Manaois, Budget and Contracts Liaison**, joined OECE on August 28. A self-described process improvement and data analysis wonk, Carlo comes to OECE from the Mayor's Budget Office where he served as an analyst. Carlo holds a Master's in Public Administration from the University of Washington and worked overseas teaching English. <http://sfoece.org/carlo-manaois/>
- **Marie David** is our new OECE receptionist. She recently relocated to San Francisco from Georgia, and brings experience in customer service through our Public Service Trainee program.

Susanna, Carlo and Marie are great new additions to our team. And in the next 30 days, we hope to have all but one vacant position filled. We continue to have challenges recruiting a deep pool for our [0923 Fiscal Strategies Manager](#) and welcome any assistance you can provide sharing the announcement with your networks.

III. Policy Updates

- **Cradle to Kindergarten Local Policy Convening:** On September 11, OECE hosted a presentation and discussion of an inspiring new framework for US domestic policy in early care and education. Dr. Ajay Chaudry and Dr. Hiro Yoshikawa, two of four co-authors of [Cradle to Kindergarten: A New Plan to Combat Inequality](#) presented four important policy pillars to improve outcomes:
 - 1) Paid parental leave for 12 – 16 weeks upon the birth of a child;
 - 2) An assurance of child care assistance for all low-income families;
 - 3) Universal, full time preschool for 3 and 4 year olds; and
 - 4) Re-envisioning Early Head Start/Head Start programming at a neighborhood level integrating responsive, open door, evidence based services in health, home visiting, parenting, child development and more.
- **Inspirational New Federal Bill Introduced by Democrats:** On September 15, Senator Patty Murray (D-WA), Senator Bob Casey (D-PA), Representative Jared Polis (D-CO), and Representative Bobby Scott (D-VA) introduced the ***Child Care for Working Families Act***, which would guarantee affordable, high-quality child care to millions of working families. The Act would ensure that low- and moderate-income families pay no more than 7 percent of their income on child care. Other highlights include but are not limited to: increased access regarding eligibility for families earning up to 150% of the State Median Income (SMI); reimbursement rates that reflect variations in cost by geographic area; and creation of a wage ladder for the early care and education workforce that is comparable to wages of elementary school educators or at a minimum provide a living wages. It's wonderful to have national vision on early childhood issues. Find a bill summary here: <https://divisionearlychildhood.egnyte.com/dl/IWvzozNONa>

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- **State Policy:** As the session in Sacramento comes to a close, we are beginning to connect with partners and colleagues about priorities for the next legislative session. OECE has been invited to present our systems change and Early Learning Scholarship work, along with colleagues from Alameda and Oakland, to the State Advisory Council on Early Learning and Care (SAC) agenda on October 25, 2017 under Item 6: Efforts to Expand Access to Local Level.
- **Local Budget:** Thanks to community advocacy, the Board of Supervisors approved a \$4 million one-time addback for infant and toddler care. We have programmed the funding into \$2 million in locally funded vouchers to serve infants and toddlers over the next two years. OECE aims to serve more than 100 children and their families with these additional resources.
- **Local Legislation Removes Barriers For Child Care Facility Development:** Thanks to great collaboration with the Planning Department, Supervisor Yee,, Child Care Facilities Fund, OECE and community partners, legislation removing barriers to child care facility development were passed in September. See Appendix A for a summary.

IV. Implementation of San Francisco Citywide Plan for Early Care and Education

- **Early Learning Scholarship and Preschool for All Program Partner Meeting:** On September 14, OECE hosted our first program partner meeting for ELS and PFA programs. The evening including networking, an array of 15 + resource tables, a key note address by Dr. Chaudry, updates on OECE key policies, an overview of professional development opportunities, and a training on the SFUSD Kindergarten Enrollment process from Parents for Public Schools. We are grateful for the programs and partners who supported the success of our inaugural event, and will be working to plan future convenings. Special thank to EdVance for sponsoring our access to wonderful event space at SFSU.
- **Professional Development System Advisory Group Kick Off:** The Professional Development System Advisory Committee (PDSAC), as named in the SF Citywide Plan, will function as an ongoing group of stakeholders that will engage in systems inquiry and planning to improve coherence between citywide training, academic coursework, and job-embedded coaching. PDSAC members are individuals with expertise and program offerings related to professional development. The PDSAC will meet on an ongoing basis over the next year and focus solely on coherence and areas of alignment of the PD system; building on the work that was started by Billie Young in 2014 with citywide partners. At the end of the yearlong cycle of convening, the group will contribute to a document that will report the findings of the group, provide a list of recommendations for

PD System improvement, and identify potential action items and next steps related to policy, funding, and the Quality Rating and Improvement Systems.

- **Listening Session on NOFA Process July 19 Well Attended.** We are grateful to the more than 100 professionals, CAC members and partners who participated in our listening session on July 19. We received a lot of feedback we will be using to improve. Notes recording the feedback received at the session are posted on our website in English, Spanish, and Cantonese. We have started using the feedback internally, and have shared the notes with MIG who is currently assisting us with organizational development and improvement work.
- **SF3C Redesign Effort Supported by STIR.** STIR is a 16-week program ending in early October that brings together city government and startups to improve citizens' experiences and develop better user experiences and data infrastructure development for public services. OECE was paired with MCT Technology, Inc. to develop a more family-friendly interface prototype for families applying to SF3C and to create a technological road map for building an improved centralized waiting list. The 16-week project is coming to a close, and we look forward to sharing the road map with you soon.
- **Quality Assessment Results for 2016-2017 Reach New Highs.** OECE has adopted common quality standards for all city funded programs effective July 1, 2017. Our partners at First 5 San Francisco lead a regional consortium, and our local quality rating and improvement work. The last two fiscal years demonstrated an all-time high in the number of early education programs rated and the highest ratings in terms of QRIS level with the majority at Level 4 of 5 stars. In addition, external assessment of interactions using the Classroom Assessment Scoring System (CLASS) are also rising, with continued improvement and focus on instructional support. A summary of results is provided as **Appendix B.**

Planning Code Improvements for Child Care Adopted September 12, 2017

There were four areas of the San Francisco Planning Code that had historically created challenges for the development and approval of new ECE Facilities (centers and FCCs):

1. The Planning Code had five definitions of child care.
2. The Planning approval process could take an additional 8-18 months when Conditional Use authorization was required. The uncertainty of timing made it difficult for providers to commit to families that need care for their children.
3. The neighborhood notification requirement could come with at least \$2,000 in additional costs as well as conditional use fees. Child care is not a lucrative business, and providers are often nonprofits, so these fees could be a significant burden.
4. The Code required that mixed use developments met residential open space requirements and additional open space requirements for child care. This was often only feasible when a new development considered child care prior to building and incorporated it into the design. Even if an existing mixed use building had the perfect indoor space for new child care, under previous requirements they would likely not meet the State's open space requirements. This made it very difficult or entirely unfeasible for new child care to locate in an existing building.

In order to address these issues, four changes to the Planning Code were approved by the Board of Supervisors on Tuesday September 12:

1. One definition of child care, instead of five. This definition refers to and is consistent with the State definition of a Child Care Facility
2. Given the need, child care facilities will no longer have to apply for Conditional Use authorization but will be principally permitted except in 5 industrial zones.
3. Child care facilities are now exempted from neighborhood notification requirements. Community engagement is important, especially for larger child care facilities that often serve as community centers. This engagement will continue to happen with the support of the City's Office of Early Care and Education.
4. Allows child care and residential to share open space in Mixed Use developments. This is limited to M-F, 8am-6pm. A child care facility will not be able to use more than 50% of a single shared space. Any space used by child care will still be subject to State licensing, fire, and building Code requirements. The space can be designated for child care during set weekday daytime hours, and open to residents the rest of the time.

Appendix B

Composite Score Quality Rating and Improvement System: Quality Counts Rating Results Centers & Family Child Care in San Francisco					
Tier Level: 1-5	Meeting Licensing Standards Tier 1	Approaching Quality Standards Tier 2	Meeting Quality Standards Tier 3	Exceeding High Quality Standards Tier 4	Mastering High Quality Standards Tier 5
Centers and FCC Rated n=238	0	3	63	148	24
Percentage	0%	1%	26%	63%	10%

Classroom Assessment Scoring System Average Scores in San Francisco (out of a scale from 1 – 7)		
CLASS tool	Dimension	Average score *
CLASS Infant	Responsive Caregiving	6.71
CLASS Toddler	Emotional and Behavioral Support	5.11
	Engaged Support for Learning	3.67
CLASS PreK	Emotional Support	6.49
	Classroom Organization	5.97
	Instructional Support	3.40

*** 07/01/15 - 06/30/17**

Citywide Plan for Early Education: Financing Models

OECE Citizens Advisory Committee

September 21, 2017



5 Financing Recommendations:

- ✓1. Restructure funding to maximize federal & state resources, and base on the cost of providing quality.
- ✓2. Organize funding into 2 categories: direct service & quality supports.
- ✓3. Streamline system-wide reporting requirements.
4. Align and integrate the city's system supports
5. Increase resources to provide access to high quality ECE



Recommendation #1:

*Restructure city funding to ensure a simple and seamless system for children, families, and providers to **maximize utilization of federal and state resources**. Determine funding **based on the cost of providing quality ECE** as defined by the local QRIS.*



Vision for Early Learning Scholarship

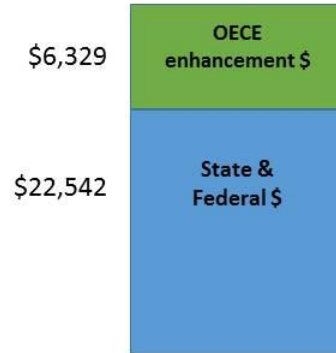
- Develop an effective, enrollment-based sliding scale program to ensure:
 - families have financial access to diverse, high quality early education programs with professional and compensated staff
 - State and federal resources are maximized first so local resources have a broader reach



Enhanced Rates for Qualified Providers

Qualified programs earn more and the same rate for every child with a State or Local Voucher, or Contracted Space from the California Department of Education

New Annual Reimbursement for an Infant in a Center: \$28,871



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Key Elements

- Bring quality standards to all city funded programs
- Pay fairer, consistent reimbursement rates to program partners
- Leverage state & federal funding where ever possible
- Promote continuity of care for children, families, programs
- Streamline administration of local funding
- Develop proof points for increased investment and positive impacts on children, families and our city



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What's New

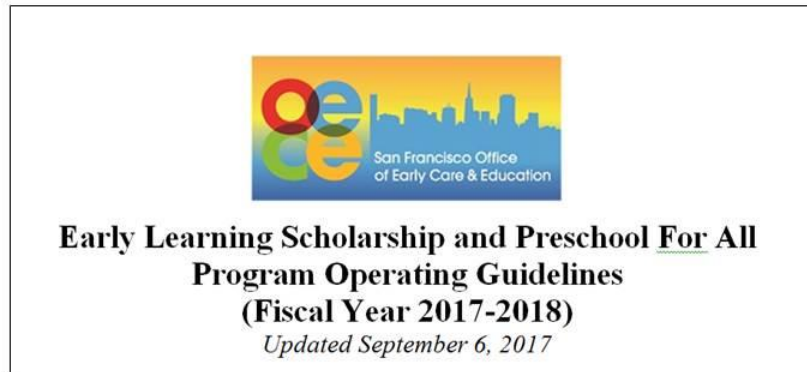
For Families	For Programs
Continuity of Care - 12 or 24 months, or until K entry depending on population	Continuity of Care - 12 or 24 months, or until K entry depending on population
Financial Assistance Continues as Incomes Goes Up Example: Maximum annual income \$114,156 for a family of 3 (instead of \$63,240)	Fairer Reimbursement Rates
Increased Access to Quality	One Funding Agreement



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Operating Guidelines at SFOECE.org

- More details; updated periodically



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Implementation Reflections

- Inspiring to support an amazing array of programs
- Challenging NOFA funding process
- Stretching to meet the vision, lots more work to do to improve and refine
- Continuously learning, committed to improving
- Simplifying a complicated, disjointed system is difficult, but not impossible
 - Improved technology is needed
 - Strong alignment with best practices, political support



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Recommendation #2:

Organize local funding into two categories:

1) direct service supports - base funding and quality funding

2) quality system supports.

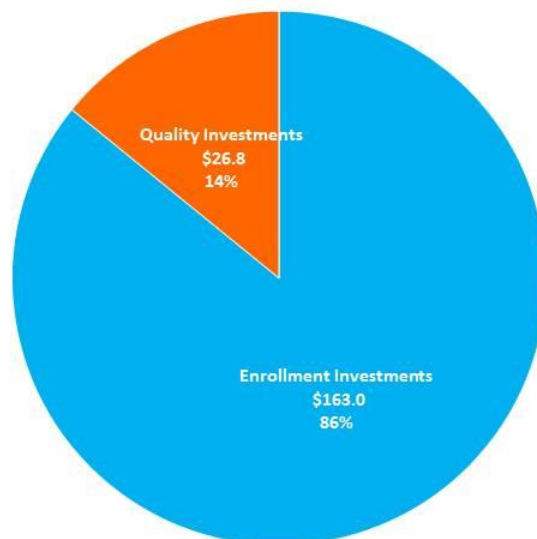


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FY 2017-18 Expenditures: All Sources

Investment Type by All Sources (Millions of \$)

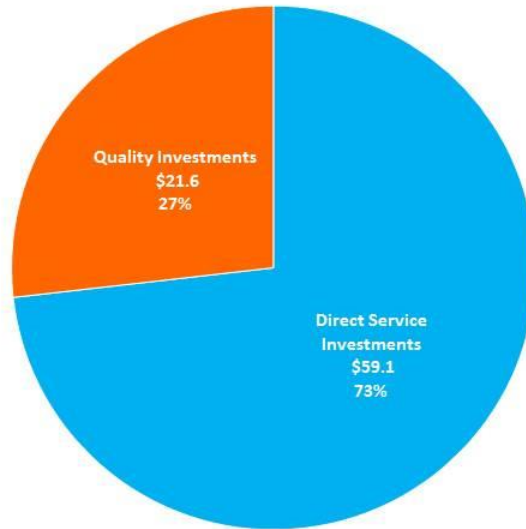


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FY 2017-18 Expenditures: Local

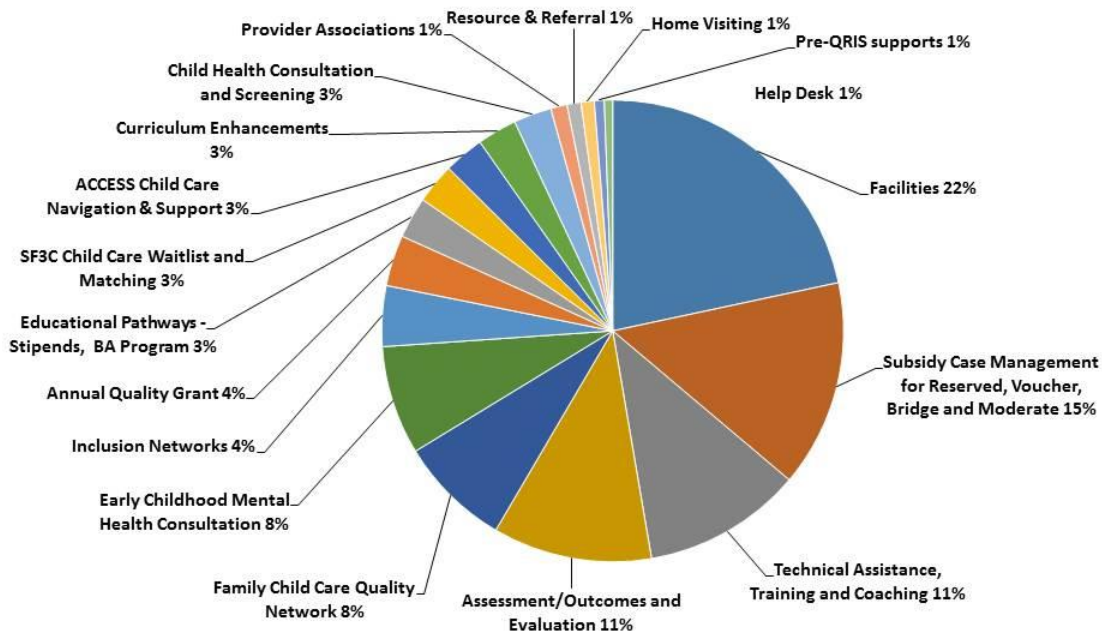
Investment Type by Total Local Sources (Millions of \$)



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FY 17-18 Quality Investments by Total Local Sources



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Recommendation #3:

Streamline system-wide reporting requirements.

Utilize one report that combines fiscal accountability and quality assurance (continuous quality improvement) which is aligned to the local QRIS.



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Efforts Underway

- Adopted fee for service model.
- One set of programmatic reporting requirements for ELS and PFA outlined in *Operating Guidelines*
- Exploring ways to enhance system's data infrastructure (centralized waiting list, provider profiles in R&R database, vacancy data, enrollment data, etc)



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Recommendation #4:

Align and integrate the city's system supports and link these supports to the local QRIS in order to ensure supports are fully utilized and achieve expected outcomes.



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Efforts Underway

- Process Evaluation of Quality Supports
- Professional Development System Advisory Committee to launch
- RFP development for Early Childhood Mental Health Initiative



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Recommendation #5:

Increase resources to provide access to high quality ECE to all children 0-5 in San Francisco.



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Proposed Priorities for FY 18-19

DRAFT
Preliminary
Estimates
Only

Initiative	City Cost at full implementation	Existing City Funding	New City Investments
Clear Waitlist of Low-Income Children for Early Learning Scholarship	\$83.2 M	\$45.2M	\$38M
Universal Preschool for 4 year-olds and low-income 3 year-olds	\$27.2M	\$17.2M	\$10M
Increase Early Education Compensation to Parity with K-12	Additional \$50M	N/A (80% of reimbursements to programs are for personnel)	\$50M
Total New Investments			\$98M

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Thank You



ATTACHMENT 3



Edwin M. Lee
Mayor

Committee Members
Santee Blechman
Kathie Herrera-Autumn
Meredith Osborn
Yohana Quiroz
Lygia Stebbing
Pat Sullivan
Candace Wong
Jerry Yang
Meenoo Yashar



September Jarrett
Director

To: OECE Citizen’s Advisory Committee Members
From: September Jarrett, Director
Date: September 21, 2017
Re: **Proposed Schedule of CAC Meetings and Focus Areas for 17 -18**

On behalf of the San Francisco Office of Early Care and Education (OECE), we appreciate your time serving as advisors to develop an effective system of early care and education for the children, families, programs and the city of San Francisco. In order to best leverage your expertise, and the constituencies you represent, we would like to propose a schedule of meetings for 17-18 organized by key areas of the [San Francisco Citywide Plan for Early Care and Education](#) (Citywide Plan). For your feedback, we propose the following schedule:

Date	Focus Area(s)
September 21, 2017	Financing Models (Section 6 of Citywide Plan) <ul style="list-style-type: none">- Early Learning Scholarship Implementation- Financing Priorities
November 16, 2017	Professional Development and Workforce Strategy (Section 5 of Citywide Plan)
January 18, 2018	OECE Budget Proposal Development and Priorities (anticipated draft budget proposal submission February 2018)
March 15, 2018	Quality Improvement and Family Engagement Strategy (Sections 3 and 4 of Citywide Plan)
May 17, 2018	Birth to Five Approach, and Racial Equity and Diversity (Sections 1 and 2 of Citywide Plan)

If we adopt this proposed approach, we imagine beginning to develop and distribute dashboards or updates on each of the identified content areas and feedback questions to consider in advance of the meetings. We would imagine pairing these focal areas of our meetings, with any timely items that may arise in the course of the year. We look forward to discussing this proposal with you in our September meeting, and look forward to your feedback.