



Mark Farrell

Committee Members

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



September Jarrett

OECE Citizens Advisory Committee

Thursday, March 15, 2018

4:00 - 6:00 pm

1650 Mission Street, Suite 312

Meeting Minutes

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; Tiffany Torrevillas; Graham Dobson; Denise Corvino; Maya Castleman; Anne Morrison

MIG Consultants Inc. Staff Members Present: Carrie DeRuiter; Tim Carroll

Members of the Public Present: Sarah Hicks-Kilday, San Francisco Child Care Provider's Association

I. Call to Order and Agenda Review

Ms. Quiroz welcomed fellow CAC members, members of the public, OECE staff and reviewed the agenda.

II. Minutes of January 18, 2018

- a. Ms. Blechman had corrections on CPAC section budget priorities.
- b. \$500,000 towards non-subsidy eligible children for PFA tuition credits mentioned by Ms. Osborn throughout January meeting was a miscalculation by factor of ten; it should be \$5 million.
 - i. Though the correction was not made during the January meeting, members agreed to include a footnote in the minutes each time the miscalculation was mentioned.
- c. Motion to Approve. Approved as amended.

III. Director's Report (see attachment 1)

- a. Director Jarrett provided follow-up information on several questions from the January, 2018 CAC meeting:
 - i. In regards to questions about PFA funding: Given the approach of the ELS model to pool resources and streamline funding for

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programs, OECE now refers to PFA as solely the tuition credit part-day program for 4-year olds, regardless of income. The FY17-18 budget has \$6.9M of PEEF funding for those services. In addition to those tuition credits, approx. \$16.9M of ELS contracts/payments are serving 4-year old (and up until K) preschoolers. That amount is composed of:

- \$ 4.1 M in ELS gap on CSPP funding
- \$ 3.3 M in funding to SFUSD (almost entirely for preschoolers)
- \$ 4M (of the \$7.2M allocated) in funding to Head Starts
- \$ 2M in funding to ELS Reserved programs (note this is low due to under-enrollment in Reserved spaces)
- \$ 3.5 M in funding to programs receiving ELS Vouchers

Therefore, the total amount spent on academic 4 year olds is roughly \$24M, which is about 40% of the FY17-18 Subsidy budget of \$59M. If we included 3 year old preschoolers, this number would be even higher.

ii. In response to questions at January meeting about enrollment data pre and post ELS roll-out: Our data prior to ELS was calculated by the number of children enrolled in each subsidy not by the unduplicated number of children being served (which is problematic because multiple subsidies are often stacked for one child). However, our data team has worked hard to disaggregate and we now estimate that we've grown by roughly 660 spaces when comparing enrollments in April 2017 (pre-ELS) to February 2018 (our most recent post-ELS data).

b. Director Jarrett highlighted several key OECE updates:

- i. OECE submitted a preliminary budget proposal to the Mayor's Office through the Human Services Agency on February 21, 2018 that proposes a 2.5% CODB increase on all contracts and reimbursement rates to partner programs.
- ii. Odd-numbered CAC seat terms are expiring in May and will need to be reappointed. All current CAC members are eligible to reapply as are interested and qualified members of the public.
- iii. Unfortunately, our previous Deputy Director Tyson Jue resigned in January. However, we are excited to report that our former Fiscal Strategies Manager, Denise Corvino, has been appointed as our new Deputy Director effective 02/12/2018. Our Senior Data & Evaluation analyst also resigned and we are working to fill that vacancy as soon as possible.
- iv. OECE, in partnership with First 5 San Francisco, is hosting an All Partner meeting on April 25th focusing on the theme of children and nature.

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- v. The February OECE enrollment dashboard is now available on our website. We made some adjustments to the format based on CAC recommendations at our January meeting and are excited to release this monthly from here out. (*see attachment 2*)
- c. Questions and Comments:
 - i. A CAC member asked about the growth in Children’s Fund and how much of that is allocated to ECE. OECE committed to follow up with more information.
 - ii. A CAC member asked for an update on the progress of the Professional Development Systems Advisory Committee
 - OECE response: PD system development work is difficult because the system is so complex and there are so many partners who interact with the system in completely different and complex ways. In an effort to focus the work and make best use of everyone’s time we have broken the PDSAC into 3 sub-committees:
 1. User Experience and Workforce Conditions
 2. Workforce Compensation
 3. College and Career Pathways.Each sub-committee is working to generate system recommendations over the coming months and we plan to report back to the CAC for feedback on the draft list of recommendations.

IV. Exploring Data System Needs: First Presentation and Discussion (*see attachment 3*)

- a. Ms. Naughton presented on the current landscape of ECE data systems and OECE’s work to try to create an integrated system that better meets the needs of administrators, program partners, and families. After the presentation Ms. Naughton asked CAC members for feedback on the following questions:
 - i. In addition to the list of stakeholders that OECE brainstormed to gather input from (*see attachment 3, slide 8*) are there any suggestions for additional stake holders? CAC member responded:
 - CDE
 - Talking to contacts from the tech-sector like salesforce who have so much knowledge to offer around integrated and user-friendly systems.
 - If there is going to be a parent-portal then parents need to be involved in input
 - ii. What resonates with you?

- CAC members were happy that OECE had decided to take on this ambitious project.
 - iii. What is missing?
 - Whatever system we end up implementing should have the ability to patch-in with other databases via import and export since we know it is inevitable that multiple systems will be used.
 - iv. Any additional suggestions?
 - Too many functions within one system can make training a headache. Users should be able to customize features they do and do not want to use and hide those features so that it's not overwhelming.
 - After input is collected, CAC would like to hear the summary
 - Recommend recruiting philanthropists to support this work
- b. Ms. Naughton encouraged CAC members to reach back out to her if they think of additional suggestions, stakeholders, or questions related to this project.

V. SF3C Redesign Update and Communications: Interactive Discussion

- a. Ms. Naughton updated the CAC on OECE's progress to-date on the project to redesign the centralized child care waitlist (currently known as SF3C):
 - i. In 2017, OECE participated in the Mayor's Office Start-up in Residency Program (STIR) which allowed us to work in collaboration with a technology company, MCT, on a proposal for the redesign. Based on that groundwork, OECE has now contracted with MCT to improve the system making it an online one-stop-shop that families can use to find ECE programs that meet their needs (the "open-table" of child care). In addition to the technological redesign work, OECE wants to make sure that we do a good job getting the word out to programs and families. To that end, we have contracted with MIG Consultants Inc. to work on rebranding.
- b. Ms. DeRuitter from MIG Consultants Inc. presented an overview of the process and timeline MIG will use to rebrand SF3C. (*See attachment 4*). She presented a draft summary of the rebranding goal, audiences, values, positioning, personality, tone, and key messages and asked CAC members to react and discuss (*see attachment 5*).
- c. Additionally, CAC members were asked to discuss and give feedback on the strengths, opportunities, and challenges with the current system and the rebrand. (*see attachment 6 – picture of brainstorm notes*)

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- d. MIG then provided CAC members and present members of the public with images, colors, and words to create a collaborative “mood board” representing their hopes for the rebranding. *(see attachment 7 - picture of completed mood board)*
- e. MIG encouraged CAC members to submit further input on branding notes/process to Sandra Naughton if additional suggestions come up.

VI. Public Comment

No public comments were made.

VII. Closing

Next scheduled meeting: May 17, 2018 from 4:00 – 6:00 pm

Focus: Birth to Five Approach, and Racial Equity and Diversity

For questions or assistance, please contact Maya Castleman

Email: maya.castleman@sfgov.org

Phone: (415) 355-3669

***Know Your Rights Under The Sunshine Ordinance: Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102. (415) 554-7724 / fax (415) 554-5163
sotf@sfgov.org

Attachments:

1. Director’s Report
2. OECE February Enrollment Dashboard
3. Exploring Data System Powerpoint
4. SF3C Rebranding Process and Timeline Powerpoint
5. Draft Summary of rebranding goals, audiences, values, etc.
6. Picture of SF3C rebranding brainstorm notes
7. Picture of completed SF3C rebranding mood board

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Attachment 1



Mark Farrell
Mayor

Committee Members

Sandee Blechman
Kathie Herrera-Autumn
Meredith Osborn
Yohana Quiroz, Chair
Lygia Stebbing
Patricia Sullivan
Candace Wong
Jerry Yang, Vice Chair
Meenoo Yashar



September Jarrett
Director

To: OECE Citizen's Advisory Committee Members
From: September Jarrett, Director
Date: March 15, 2018
Re: Director's Report

It's an exciting time for early care and education. I am writing to share a few key updates related to our organizational development; policy environment; and implementation of the citywide plan.

I. Office of Early Care and Education Updates

- The **Citizen's Advisory Committee** (CAC) initial three year term of founding members is coming to an end in April. OECE is incredibly grateful to this founding group for their strong leadership helping establish the CAC and our organization. Current members are eligible to apply for a second, two year term. The seats available for appointment for a two year term are:
 - Seat 1: Must be a parent or guardian of a child who is enrolled in a facility that provides early care and education services, which includes child care, early care, preschool, infant and toddler care, appointed by the Mayor (currently filled by Meredith Osborn);
 - Seat 3: Must be an early care and education provider that serves infants and toddlers ages zero to three, appointed by the Mayor (currently filled by Yohana Quiroz);
 - Seat 5: Must be a representative of an institution of higher education that specializes in early care and education, appointed by the Mayor (currently filled by Lygia Stebbing);
 - Seat 7: Must be a provider of early care and education at a community-based child care center in San Francisco, but this member cannot be a San Francisco Unified School District provider, appointed by the Board of Supervisors (currently filled by Kathie Herrera Autumn); and

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- Seat 9: Must be a representative of the Childcare Planning and Advisory Council recommended to the Board of Supervisors by the Childcare Planning and Advisory Council (currently filled by Sandee Blechman).

Applicants are requested to submit a cover letter, resume, and [Vacancy Application](#) to Maya Castleman by April 20 for consideration for these upcoming appointments. Please contact September with any questions about the CAC.

- **Staffing Updates.** Unfortunately, Tyson Jue, Deputy Director, resigned in January, to return to his former position at First 5 Santa Clara. In addition, Deana Farole, Senior Data and Evaluation Analyst left OECE at the end of February for a position in the Alameda courts. Denise Corvino, formerly Fiscal Strategies Manager, has stepped into the Deputy Director role expertly, and we are just about finished with a hiring process for a permanent 0923 Fiscal Strategies Manager. We will be conducting interviews to fill our remaining few vacancies in Data and Evaluation, as well as Fiscal Strategies and hope to be fully staffed within the next six weeks.
- **Organizational Development.** A diverse Organizational Planning Committee has been working on internal organizational development with MIG consulting over the last several months. In a recent all day staff retreat, we adopted strategies to build a strong organizational culture, and improve communication and decision making.

II. Policy Updates

- **New Leaders in City Hall.** Since our last meeting, Mark Farrell became Mayor, and Catherine Stefani was appointed to represent District 2 at the Board of Supervisors. Both are raising families in San Francisco and are committed to supporting the work of OECE.
- **OECE Budget Submission.** OECE submitted a budget proposal to the Mayor's Office through Human Services Agency on February 21, 2018. Our proposal continues Early Learning Scholarship and Preschool for All priorities, and proposes a 2.5% cost of doing business increase on all contracts and reimbursement rates to partner programs. We are also working to propose an adjustment to the preschool reimbursement rate to better represent the cost of quality, and are exploring options to clear the waitlist of low income households seeking preschool.
- **Congratulations to Our Colleagues in Alameda.** On Tuesday, February 27, the Alameda Board of Supervisors took their final vote 5- 0 agreeing to place the Child Care and Early Education Initiative on the June 2018 Alameda County Ballot! If successful, the potential \$140 million revenue generated by the initiative would double funding for early care and education in Alameda County,

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moving closer to building the child care system that Alameda County families want and need.

- **Early Learning Advocacy Day.** Early Learning Advocacy Day was hosted by the California Association for the Education of Young Children (CAEYC) was on March 1, 2018 in Sacramento and included many statewide associations uniting to fight for early care and education in California. “Seize the Moment” was the theme and the program included several guest speakers including Assemblymember Cecilia Aguiar-Curry who has put forward legislation (AB 2292) that would increase the adjustment factor to serve infants; as well as an informative presentation from Kristin Schumacher, Senior Policy Analyst from the Budget Center who presented a data rich presentation that included key points regarding the early education workforce and analysis of the state budget. This was followed by legislative visits at the state capital building to discuss the key issues and legislation during this session. You can learn more by clicking the following link to view the [California's Early Learning Advocacy Day-Legislative Brief](#) and the partner organizations that helped support the event.

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

- **Early Learning Scholarship and Preschool for All Program Partner Meeting Planning for April 25:** OECE is partnering with First 5 San Francisco, and San Francisco Recreation and Parks Department to host an all-partner meeting focused on the theme of “Children in Nature.” We are planning an enriching session offering strategies and resources to bring nature into diverse programs, and to bring children and families to nature.
- **Professional Development System Advisory Group:** The Professional Development System Advisory Committee (PDSAC), as named in the SF Citywide Plan, has broken into three sub committees to generate system recommendations over the coming few months.
- **Enrollment Dashboard for February 2018.** Thank you for the feedback at the January meeting. Please find our latest dashboard here: (<http://sfoece.org/wp-content/uploads/2018/03/FebEnrollmentDashboardv4.pdf>).
- **SF3C Redesign Effort.** A key organizational project has been working with our R & R partners and MCT to rebuild the child care matching and waitlist system. We really appreciate the extensive efforts of Children’s Council of San Francisco and Wu Yee Children’s Services for their active partnership to develop the new

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system. We look forward to sharing an update with you on this project, and your feedback on communications for launching the new system.

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Attachment 2

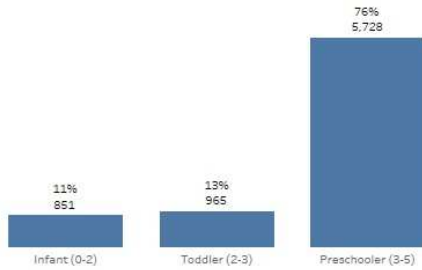


Monthly Enrollment Demographics

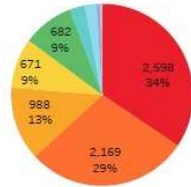
February 2018

Total Children Enrolled (0-K): 7,544

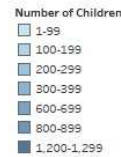
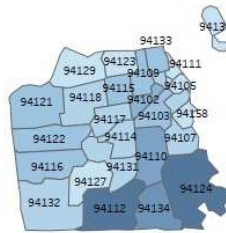
Age Ranges



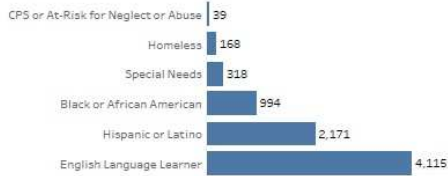
Ethnicity



Home Zip Code



Target Population



There are 5,902 unique Target Population children enrolled. Children can be counted in more than one Target Population category. Ethnicity Target Population counts do not equal Ethnicity counts because children that are Black or African American and Hispanic or Latino are categorized as Multiracial. CPS/At-Risk data missing from Cocoa enrollment data, so children who are enrolled in PFA, Head Start, and Title 5 programs are not included in category total above.

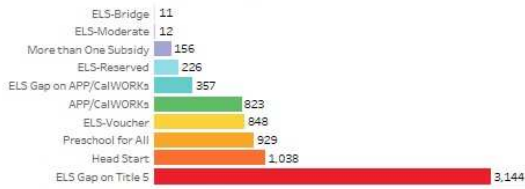
Sources: Children's Council CareControl3, Wu Yee CareControl3, Cocoa

Monthly Subsidy and Setting Enrollments

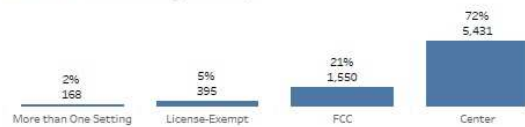
February 2018

Total Children Enrolled (0-K): 7,544

Children Enrolled by Subsidy



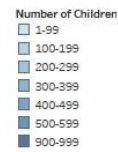
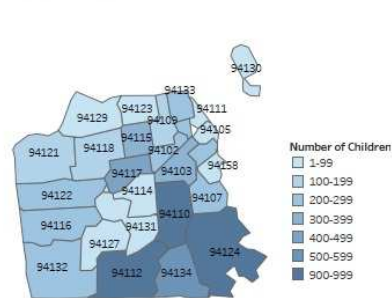
Children Enrolled by Setting



Children Enrolled by Setting and Subsidy



Program Zip Code



Preschool for All numbers represent 4-year-olds served in universal preschool and not supplemented by other subsidies. APP/CalWORKs numbers represent children served by CalWORKs enrolled in non-ELS programs or license-exempt care. Program zip code map does not include out-of-county enrollments, and if child is enrolled with two or more programs, zip code reported is the most recent record. Sources: Children's Council CareControl3, Wu Yee CareControl3, Cocoa

Subsidy Glossary

APP/CalWORKs	The CalWORKs Child Care Program provides subsidized child care services to California families who receive or previously received public cash assistance, and the Alternative Payment Program provides child care assistance for other low-income families. ELS Qualified Programs are eligible to receive enhanced ELS Gap payments on APP/CalWORKs voucher enrollments (see ELS Gap description below). Non-ELS Programs with APP/CalWORKs enrollments do not receive a gap payment and fall under the "APP/CalWORKs" subsidy category.
ELS Bridge	This funding provides continuity of care for children of families who lose their eligibility for state and/or federal child care subsidies.
ELS Gap (e.g. Gap on Title 5, CalWORKs, and Head Start)	This funding provides an enhanced rate to fill the gap between state and/or federal funding and the cost of providing quality services at Tier 3 on the QRIS.
ELS Moderate	This funding is "reserved" or assigned to a specific center who serves low-moderate income children whose families desire ECE services, but who are not eligible for other state or federal subsidies and are not able to afford the full cost of care.
ELS Reserved	This funding is "reserved" or assigned to a specific program, and is designated to support Target Population families.
ELS Voucher	This funding provides a "portable" parent/guardian-based City-funded voucher to eligible, low-income children whose families need ECE services but for whom other state or federal subsidies are unavailable. ELS Vouchers can only be used in Early Learning Scholarship qualified sites.
Preschool for All	This funding helps to reduce preschool costs for four year olds and is open to all families, regardless of need or income, at preschools that partner with the Office of Early Care & Education. These are standalone enrollments and therefore, not supplemented by other subsidies.

Exploring Data System Needs

March 15, 2018
Citizens' Advisory Committee



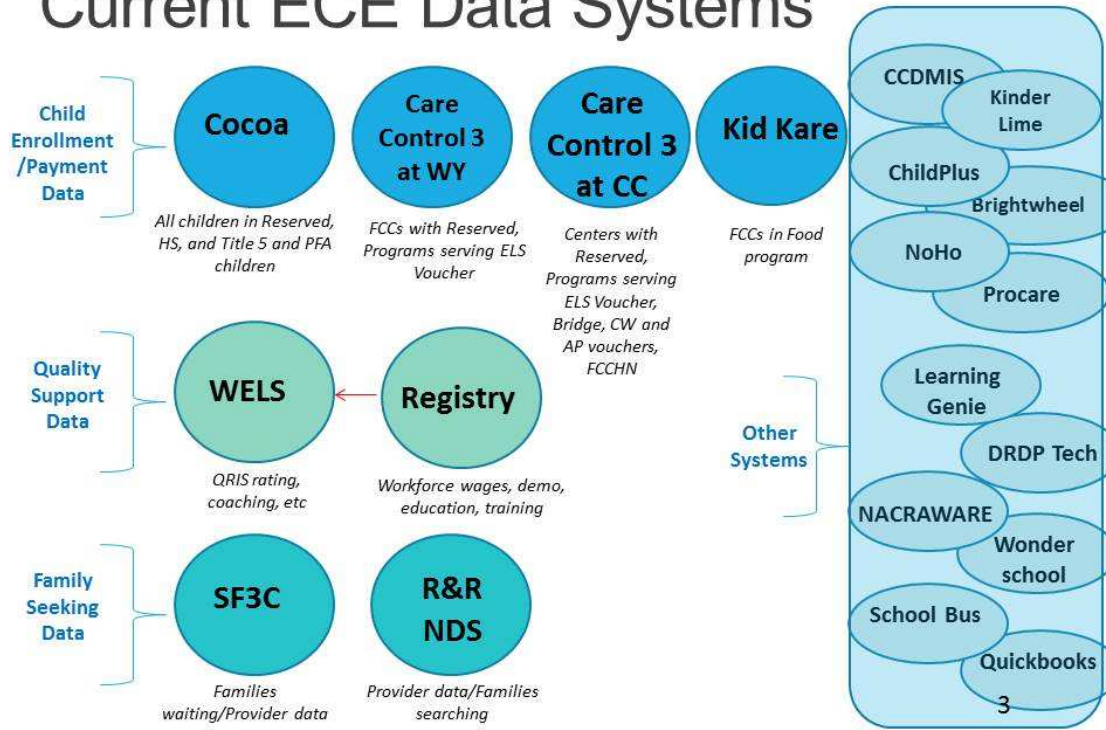
- 1 Objectives
- 2 Current State
- 3 Current Challenges
- 4 Goals
- 5 Approach
- 6 Timeline
- 7 Stakeholder Input
- 8 Your Input

Today's Objectives

- Orientation to need, approach and draft timeline
- Discuss stakeholder engagement
- Gather input



Current ECE Data Systems



- 1 Objectives
- 2 Current State
- 3 Current Challenges
- 4 Goals
- 5 Approach
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- 8 Your Input

Current Challenges

For OECE:

- Silos of data – funding, quality, enrollments, attendance, workforce, program profiles
- Difficult to combine data across silos to:
 - Understand what needs are being met and not being met
 - Improve efficiencies and effectiveness of funding
 - Report internally or externally
 - Assess impact of funding
- Administrative burden on ELS programs
- Many “owners” of data

For ELS Programs:

- Administrative burden
- Not much utility beyond obtaining OECE funding; use other data systems to meet business needs
- Confusion related to what data needs to be reported where
- Only available in English

- 1 Objectives
- 2 Current State
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Goals:

For OECE and Systems Partners:

- Enhance ability to make data-informed decisions in real-time to steward and expand ECE resources
- Enhance overall system efficiency

For ELS Programs:

- Reduce administrative burden
- Offer a powerful tool that meets multiple business needs; can be integrated with existing tools
- Offer multi-lingual access and support

5

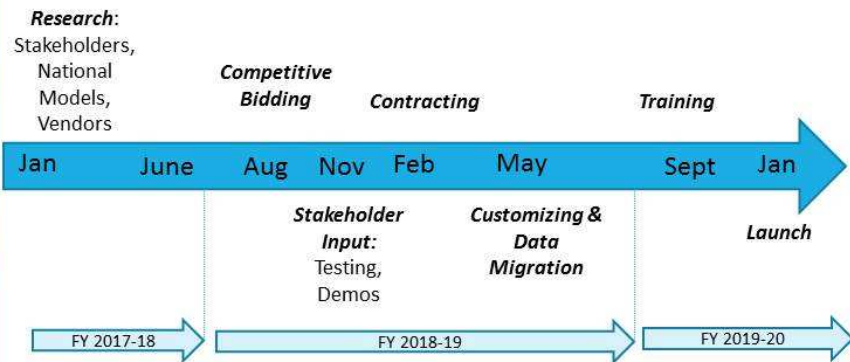
Approach

- Inquiry-based
- Input from systems and field-level stakeholders
- Learn from other communities across nation
- Build on current tech possibilities, and envision improved future state
- Iterative

6

- 1 Objectives
- 2 Current State
- 3 Current Challenges
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Project Timeline (Draft)



- 1 Objectives
- 2 Current State
- 3 Current Challenges
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- 8 Your Input

Stakeholder Input

Systems-Level

- OECE
- HSA IT
- First 5 SF
- Subsidy administrators
- Help Desk
- Resource & Referral
- Nutrition
- FCCQN

Field-Level

- FCC with ELS enrollments
 - FCC with PFA enrollments
 - Center with Title 5
 - Head Start/EHS
 - Center with ELS vouchers
 - Center with Preschool for All
- *aiming for diversity across program size, language/culture, tech savvy, years of partnership with the City, etc.*



- 1 Objectives
- 2 Current State
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Your Input

- What resonates with you?
- What is missing?
- Any suggestions?



Thank You



Attachment 4

SF3C Rebranding

OECE Citizens Advisory Committee

March 15, 2018



Agenda

- Introductions and Process
- Creative Brief
 - Review of draft
- Strengths, Challenges and Opportunities
- Interactive Moodboard Exercise



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Brand Development Process

- Re-branding Strategy for SF3C
 - Research and outreach to stakeholders
 - Creative brief
- Naming, Logo, Messaging
 - Potential names
 - Potential visual identities
 - Messages
 - By audience and theme



Brand Development Process

- Communications Plan
 - 1-year tactical plan
 - Coordinated with the launch of the new website
- Graphic Templates
 - General outreach brochure
 - E-news by audience
 - Powerpoint
- Content Development



Draft Creative Brief

- Is the framing accurate?
- What's missing?



Goals for the Rebrand

- Strengths and Challenges
- Opportunities
- Audiences



Moodboard!



Next Steps

- SF3C Advisory Group outreach
- Finalize Creative Brief
- Begin renaming and visual identity design



Thank you!



Attachment 5



OECE | SF3C Rebranding
March 14, 2018

- OECE goals**
- Improve access to high-quality early care and education (ECE) for children 0-5 in SF
 - Increase awareness of city-wide ECE resources
- wait list rebranding goals**
- Empower families to apply and understand their status (how it works)
 - Provide tools (messages and visuals) to successfully market the new wait list
- audiences**
- Primary audiences:
San Francisco families who desire early care and education
 - Secondary audiences:
Early care and education programs
ECE system partners
Policymakers
- brand values**
- Inclusive
 - Family-centered
 - Transparent
 - Multi-cultural and multi-lingual
 - Empowering
 - Efficient
 - Connected
 - Approachable
 - Knowledgeable
 - User-friendly
- brand positioning**
- "For families seeking early care and education, we provide connections to programs and financial assistance, empowering them to make decisions that best meet the needs of their children."*
- brand personality**
- Accessible and timely
 - Effective, with heart
 - Responsive to the needs of today's families
- key messages**
- We are family centered, actively working to increase choices for ECE
 - We are your "one-stop digital shop" for families looking for early care and education
 - We work to empower partner families and with ECE programs to more effectively meet their needs
 - We are inclusive, multi-cultural and multi-lingual
 - We are invested in SF's ECE system and work to improve outcomes for our most vulnerable children
- tone**
- Practical, straightforward with enthusiastic engagement

Attachment 6

THE PROJECT
FORMERLY KNOWN
AS SF3C

CREATIVE BRIEF

- ▷ DO WE HAVE IT RIGHT?
- ▷ ARTIST, NOT EMPLOYER?
- ▷ FULLY - TRICKED TO SE. ARTIST
- ▷ BRAND VALUE → USER-FRIENDLY
- ▷ MATCHING PREFERENCE, NOT WANT...
- ▷ HELP FAMILIES UNDERSTAND
- ▷ INTERSECTION - PREFERENCES
- ▷ INTERSECTION - \$\$\$
- ▷ WITH ♡, TOO TOUCHY-FEELY?
- ▷ MAY PROVIDE ASSISTANCE...
- ▷ HOW TO INTERMEDIATE TECHNOLOGY
- ▷ INFORM AND EMPOWER FAMILIES
- ▷ FOCUS

STRENGTHS

- ▷ MAKE LIVES EASIER
- ▷ KNOWLEDGEABLE COLLEAGUES, RESUME & REFERRAL STAFF, ETC.

OPPORTUNITIES

- ▷ NEW TECHNOLOGY - STATE OF THE ART
- ▷ FEATURE SCHOOLS, ET AL. (PHOTOS, TESTIMONIALS)
- ▷ EDUCATIONAL TOOL
- ▷ EFFICIENCIES
- ▷ CUSTOMIZED
- ▷ IDENTIFYING MATCHES
- ▷ ENHANCING COMMUNICATION
- ▷ OBTAIN SERVICES ← GOAL
- ▷ MORE EFFICIENT MATCHING
- ▷ EDUCATIONAL OPPORTUNITIES
- ▷ ENHANCE

CHALLENGES

- ▷ DON'T MAKE FALSE PROMISES
- ▷ LOSING FOCUS
- ▷ LACK OF AWARENESS - FAMILIES DON'T KNOW
- ▷ MESSAGING → "WARTLIST" IS WEIRD
- ▷ PROVIDE INFO ABOUT THE PROCESS...
- ▷ RELATIONSHIP TO RIR SYSTEM
- ▷ BIAS FOR CERTAIN TYPES, BASED ON COMMUNICATIONS

Attachment 7

