



London Breed  
Mayor

#### **Committee Members**

Sandee Blechman  
Fonda Davidson  
Meredith Osborn  
Yohana Quiroz  
Lygia Stebbing  
Pat Sullivan  
Candace Wong  
Jerry Yang  
Meenoo Yashar



Denise Corvino  
Acting Director

OECE Citizens Advisory Committee  
Thursday, November 29, 2018  
4:00 - 6:00 pm  
1650 Mission Street, Suite 312  
**Meeting Minutes**

**Members Present:** Sandee Blechman; Fonda Davidson; Meredith Osborn; Yohana Quiroz; Pat Sullivan; Jerry Yang; Meenoo Yashar

**Members Absent:** Lygia Stebbing; Candace Wong

**OECE Staff Members Present:** Denise Corvino; Sandra Naughton; Graham Dobson; Maya Castleman; Shahde Tavakoli

**Applied Survey Research (ASR):** Penny Huang; Nicole Ja

**MIG Inc:** Jamillah Jordan; Maria Mayer

**Members of the Public Present:** Sara Hicks-Kilday, San Francisco Child Care Providers Association; Jennifer Curran, Mimi and Peter Haas Fund

**I. Call to Order and Agenda Review**

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

**II. Minutes of October 22, 2018 Special Convening**

- a) Motion to approve. Approved.

**III. Director's Update (see attachment 1)**

- a) Denise Corvino expressed her gratitude to be representing OECE as the acting Director during this time of transition. She highlighted key points from the Directors report as follows:
- i. The Prop C. "Plan to plan" was approved by the Mayor's Office and Board of Supervisors on November 14, 2018.
  - ii. On 12/8 OECE will be hosting a town hall to get continued feedback on early care and education funding priorities from families, educators, and community members.
  - iii. On November 7, 2018 OECE held the 2nd Annual City of San Francisco Preschool Fair at City Hall. The event was a resounding success with over 800 parents and families, 55 preschool programs, and 18 community/non-profit agencies in attendance from all over the City.
  - iv. Staffing updates:
    1. Ashley Abraham, Management Assistant, left OECE on November 16, 2018 to move to Greece.

2. Licette Montejano joined OECE on November 19, 2018 as our CPAC Coordinator.
3. On December 3, 2018 Rozeena Jhinu will join OECE as our new Quality and Workforce Analyst.
4. We continue to work diligently with HSA Human resources to fill our remaining vacancies.

#### **IV. OECE Director's Search Discussion with Jenny Lam**

- a) Jenny Lam, the Mayor's Education Policy advisor introduced herself to CAC members and the public. She began her career at Wu Yee Children's Services many years ago and in some ways feels that her new position has brought her full circle. Prior to joining Mayor Breed's Office, Ms. Lam worked as the Deputy Director for Oakland Asian Students Education Services, as the Executive Director of GirlVentures, and most recently, as the Director of Community Initiatives at Chinese for Affirmative Action.
- b) **Director's Search Process and Timeline Overview**
  - i. The Mayor's Office hopes to make the Director search efficient and inclusive. Over the next week they will be conducting stakeholder engagement including critical engagement today with CAC members. Based on stakeholder engagement they will be posting an updated job description next week. The job will be posted for three weeks at which point applications will be reviewed and candidates selected for interview. During the first half of January, 2019 the selection panel will conduct interviews. The interview panel will include Trent Rhorer, Director of HSA; Barbara Carlson, Former director of OECE, Yohana Quiroz, OECE Citizen's Advisory Committee Chair; and Jenny Lam, the Mayor's Education Policy advisor. Following the interviews, the panel will make their recommendations to Mayor Breed for consideration.
- c) **CAC Input to inform search**
  - i. Jenny Lam Asked CAC members for their input on four key questions related to the permanent Director's search. Questions and input are documented below:
    1. **What would you like to see in your next OECE Director?**
      - a. Someone who comes with knowledge of the field and a lot of skill with working collaboratively and in partnership with a very diverse group in a very diverse landscape. There are many players and we need someone who is very familiar with the San Francisco system and ecology.
      - b. We need someone who can hit the ground running with Prop C and other initiatives without needing a lot of orientation to the San Francisco landscape.

- c. Context and history in San Francisco. Needs to be able to bring together groups and start from where we are and not recreate the wheel.
- d. Systems thinker that is also aware of issues at the state and national level.
- e. Needs strong ability to bring disparate stakeholders together and create unity.
- f. Someone who is visionary but very much grounded in action.
- g. If we had the time, I would say we could look outside of San Francisco at candidates with deep experience in urban early care and education leadership. Under different circumstances, it might actually be good for the office as someone coming in from outside the City may bring a fresh perspective and not already have biases about particular aspects or relationships within the ECE system. However, given the timing with Prop C, I agree with everyone that we do not have time to orient someone who is unfamiliar with our system.
- h. Important to find someone who is dedicated to all children 0-5 in the city not just those who are low income that are currently being served by OECE. Also someone who is not too vested in the current ecosystem to make new or different decisions.

**2. What do you see as the opportunities?**

- a. We are in a very exciting time with the possibility of Prop C and we have a lot of consensus in the early care and education community about what the big issues are that need to be funded. Namely, increasing wages for workforce.
- b. New leadership is an opportunity to really evaluate how OECE is defined within the city eco system. It is important that OECE has the authority to cut through bureaucracy and make providers' lives easier.
- c. The opportunity is for the leader to come in at this pivotal moment but it also presents a challenge because many decisions have already been made and the new leader will have to see them through without having been involved in the development. We will need to find a leader that is on board with the overall vision and is ready to execute.

- d. New leadership presents an opportunity to go deep instead of wide. There is so much to be done in this field and trying to do all at once creates only small incremental change. A new leader has the opportunity to focus deeply on the biggest need and make significant change in a focused way.

**3. How would you define success for the incoming director or for the office?**

- a. That families feel supported and informed about resources in the City. The Office needs to create a user-friendly system that makes parents lives easier.
- b. Continued simplification of the early care and education system and continued concern for, partnership with, and focus on providers.
- c. Quantitative success: teachers' salaries go up and the number of children served goes up.
- d. Successful identification and prioritization of goals.
- e. The ability to monitor success in a data-driven way.
- f. Implementing policies that motivate talented ECE professionals to pursue their dreams
- g. Continuing to enact creative and cutting-edge policies that become a beacon for other cities.

**4. Are there any key challenges?**

- a. There needs to be repair work done with collaborations in the community and very clearly defined roles and responsibilities. The Office has burned bridges by creating role confusion between the responsibilities of the office itself versus the Integrated Service Administrators. This has made for a tense work environment and could possibly explain some of the staff turnover OECE has experienced over the last year.
  - i. Another CAC member disagreed. The Office is trying to make revolutionary change in the early care and education system and some of the confusion of roles and staff turnover is typical within the principals of change theory.
- b. We need to be able to reflect on what we have accomplished but also what is and is not working. Though we have accomplished a lot on a systems level, there have been significant challenges in

leadership and management style disconnects between the Office and key stakeholders.

- c. The Office has responsibility to so many different stakeholders and the new leader has to be able to lean into the discomfort of systems change and learn from it. Part of the success of the new leader hinges on their ability to have challenging discussions.
- d. The City as a whole is increasingly segregated and stratified and that is nowhere more evident than in the ECE world but we have a great opportunity to try to desegregate these learning environments and help families have a first experience of education in San Francisco that is diverse across race, class, and socioeconomic lines.

**d) Discussion Closing**

- i. Jenny Lam closed by mentioning that Mayor Breed shared with the Board of Supervisors yesterday that early care and education is critical to the success of the City and that her administration is deeply committed to furthering this work.

**e) Public Comment on this agenda item:**

- i. The person who comes into this role needs to have a real commitment to working as partner and a collaborator. The system is so complex and there are so many experts in the system that if the Office can leverage the expertise of the community it will succeed.

**V. Citywide Evaluation Plan with ASR**

- i. Ms. Naughton introduced Penny Huang and Nicole Ja from Applied Survey Research (ASR) and the work they've been doing to help OECE develop an evaluation plan and specific metrics for success.
- ii. Ms. Huang introduced ASR and provided an overview of the evaluation planning process and goals. (see attachment 2)
  - 1. After viewing the presentation a CAC member had serious concerns that this process of stakeholder engagement especially with CAC was not fully necessary. They felt that CAC had already been clear on their priorities of success in many previous conversations and that we should be building from those as opposed to continuously repeating.
  - 2. Another CAC member seconded that we already have so much data a better approach would be to propose an evaluation plan based on that data and refine from there.

3. CAC members referenced the Citywide plan, CPAC needs assessment, and family experience survey as examples of work the CAC and the community have already done to define needs and synthesize data.
  - a. OECE Response: The goal is not to start from scratch but to crystallize how we want to measure our priorities and how we want to gauge success over time.
- iii. Ms. Huang Asked CAC members to respond to the following questions:
  1. What are the highest priority needs?
    - a. Equity
      - i. Teacher preparation that supports equity
    - b. Action Plan
    - c. Increased salaries for early educators (parity)
    - d. Robust workforce
    - e. Teacher pipeline that creates opportunities for young people to get interest in ECE careers.
    - f. Aligned Professional development system
    - g. More licensed capacity for infants and toddlers
    - h. Credentialing opportunity for 0-8 as opposed to 0-5 providing fluidity/flexibility to educators as well as better ongoing support to children and families
    - i. More subsidized care for infants and toddlers
    - j. Understanding both current and future projections of population and how ECE feeds into overall status of families
    - k. Understanding the age-out problem of the current ECE workforce
    - l. Subsidies for students with IEP's / special needs
    - m. Additional support and strategies for inclusion
    - n. Facilities – designed for ECE not converted from other uses.
  2. What are the most important outcomes that you want to see achieved?
    - a. Teacher parity, increased teacher compensation
    - b. Universal Pre-K for all children
    - c. All kids start school ready and there is no substantial gap between different races, classes, etc.
    - d. Success in school
    - e. Well-prepared teachers steeped in pedagogy that delivers equitable care.

- f. Number of teachers increases citywide.
- g. Educator outcomes should not only be seen as a vehicle for positive child outcomes but are important in their own right as a key equity issue facing our city and our country.

**VI. Proposition C Implementation Planning**

- a) Jamillah Jordon from MIG, Inc. updated the CAC on current progress with the Prop C. “Plan to Plan” engagement activities. (See attachment 3)
  - i. Ms. Jordon highlighted the online survey that recently went live to gather broad input.
    - 1. CAC members had several suggestions for survey dissemination including
      - a. Post it on the City’s website
      - b. Post it on the Rec and Park Website
      - c. Post it on parent social media groups
      - d. Ask providers to distribute to all families they serve
      - e. Send to MEDA for those families that are not yet in the system
      - f. SF HOPE
    - ii. The Office should consider providing an incentive for folks to take the survey
    - iii. Add how long the survey will take on the homepage

**VII. Public Comment**

- a) A member of the public commented that she struggles with a survey that asks questions with limited context. What weight do we give to responses that are provided without a deep knowledge of current issues and costs in the field versus those that have been informed by a presentation or other context-setting?
  - i. Response: There are additional opportunities to engage that provide deeper context such as the Town Halls and group toolkits. OECE wants to be intentional about comparing the data we get from engagement opportunities with more or less context and analyzing if and how priorities for similar populations may change.

**VIII. Closing**

**Next scheduled meeting: January 17, 2019**

For questions or assistance, please contact Maya Castleman  
Email: [maya.castleman@sfgov.org](mailto: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](mailto:sotf@sfgov.org)

**Attachments:**

- I. Director's Report**
- II. ASR Evaluation Plan Powerpoint Presentation**
- III. MIG Prop. C Implementation Update Powerpoint Presentation**



## Attachment I: Director's Report

To: OECE Citizen's Advisory Committee Members  
From: Denise Corvino, Acting Director  
Date: November 29, 2018  
Re: Director's Report

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### I. Office of Early Care and Education Updates

As OECE moves through this period of adjustment and into a time of transition, we are keeping the good work going. I look forward to working directly with the Citizen's Advisory Committee.

- **Policy and Program Updates**

- Prop C—We are steadily working with our Ad-Hoc committees for Prop C planning and moving forward with the Proposed Approach and Design for Developing the Five-Year Spending Plan.
  - The “Plan to Plan” was accepted by the mayor's office and the Board of Supervisors and is now posted on the OECE website at: [http://sfoece.org/wp-content/uploads/2018/11/OECE\\_Approach-Design\\_for\\_Developing\\_Five-Year\\_Spending\\_Plan\\_11-5-18-compressed.pdf](http://sfoece.org/wp-content/uploads/2018/11/OECE_Approach-Design_for_Developing_Five-Year_Spending_Plan_11-5-18-compressed.pdf) .
  - On December 8, 2018 from 10am-12pm OECE is hosting a [San Francisco Early Care and Education for All Initiative Town Hall Meeting](#) at the Main Library so stakeholders can share their experiences and priorities for Early Care and Education in San Francisco. We hope to hear from those families, educators, and community members that we don't normally hear from and would love your help in getting the word out. We will have interpreters and a light breakfast will be served.
- 2<sup>nd</sup> City of San Francisco Preschool Fair – On November 7, 2018 OECE held the 2<sup>nd</sup> Annual City of San Francisco Preschool Fair at City Hall. The event was a resounding success with over 800 parents and families, 55 preschool programs, and 18 community/non-profit agencies in attendance from all over the City.
- Professional Development System Advisory Committee (PDSAC)—The PDSAC's Collage and Career Pathways recommendation #2, is to develop centralized information materials and infographics in multiple languages that provide San Francisco ECE workforce with clear information about academic pathways. Materials should be portable and not tied to a specific institution. OECE has begun work with Laurie Scolari and Sirron

Norris to work with SFSU and City College to gather information and present a recommended info graphic. The goal is to have a visual document to help learners navigate their educational careers

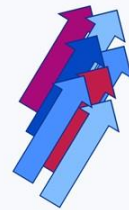
- **Enrollment Dashboard for June-October 2018.** We are happy to report that we have completed our enrollment dashboards for July through October. They should be available on our website soon. Our latest report shows that we have 7,555 children enrolled in the Early Learning Scholarship.
- **Staffing Updates.**
  - We continue to work diligently with HSA Human Resources to fill our remaining vacancies.
  - Ashley Abraham, Management Assistant, has left OECE as of November 16 to pursue her dream of working and living abroad, in Greece.
  - Licette Montejano, CPAC Coordinator joined our team on November 19. Licette comes to us most recently from Felton Institute where she was completing an on-boarding project and previously from EDVance where she served in several roles including SF SEED Manager. She has experience in the classroom, working with a range of children from infants through preschool and has experience working with and supporting families with children with Autism. Licette has a Master of Public Administration and a Bachelor of Art in Child and Adolescent Development. In her new role as CPAC Coordinator, she'll be able to use her experience as a CPAC member!
  - Rozeena Jhinnu, Sr. Quality and Workforce Analyst will join OECE on December 3, 2018. She comes to us from Alameda County's Early Care and Education office where she worked to research and analyzed pre-K initiatives across the nation to help Alameda build a better system and provided technical assistance for the Workforce Registry. She also worked with WestEd as a QRIS Specialist, evaluating centers and family child care. Rozy has a master's degree in Education Policy. We look forward to her joining us on December 3.



## •Evaluation Planning:

•Connecting what you do to Community Results

•Community Results



•Community Programs

•Penny Huang | [penny@appliedsurveyresearch.org](mailto:penny@appliedsurveyresearch.org)

•Nicole Ja | [nicole@appliedsurveyresearch.org](mailto:nicole@appliedsurveyresearch.org)

## •About ASR

•Applied Survey Research is a social research firm dedicated to helping people build better communities since 1980.

•We're passionate about the power of actionable research to help our partners promote practical and lasting change in the lives of individuals, children, and families.



•[www.appliedsurveyresearch.org](http://www.appliedsurveyresearch.org)

•Telephone: 415-355-3670 and 415-355-3670 (415) 355-3670

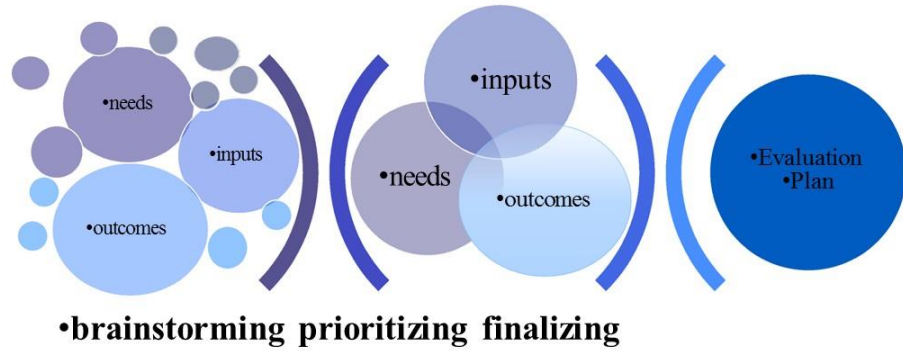
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San Francisco Office of Early Care & Education

1650 Mission Street, Suite 312, San Francisco, CA 94103

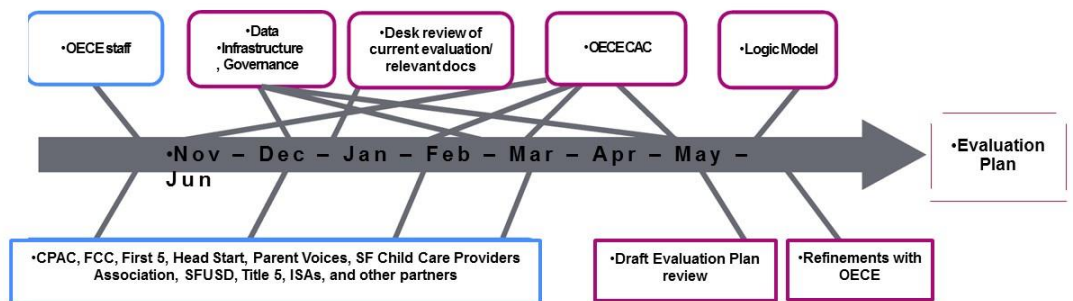
(415) 355-3670

## •Evaluation Planning Process

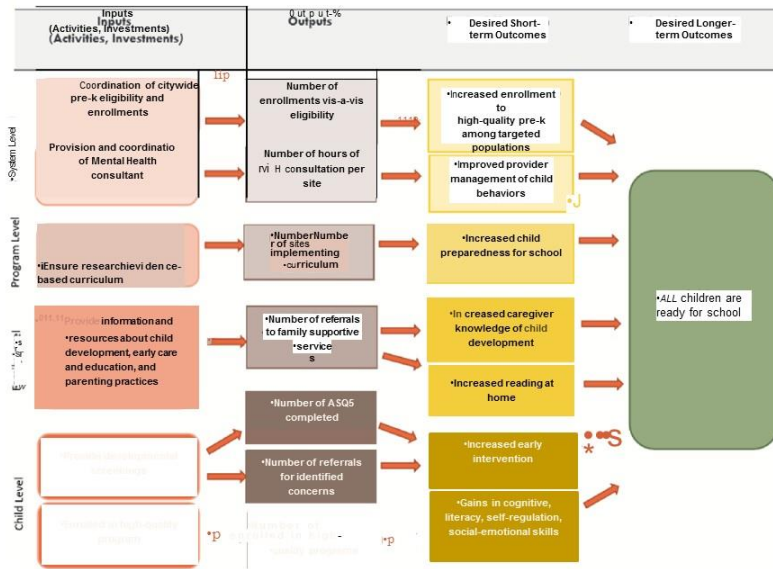


## •Process Map for Citywide Evaluation Plan

•Stakeholder engagement, data collection, Evaluation planning,  
 •identify priority indicators design, refinement



## Logic Model Mockup



## Citywide Evaluation Plan and Dashboard EXAMPLE

Strategy Area RBA	Indicator/Metric Data	2017-18
Category	Source	
<b>Child-Level Strategy:</b> <b>Preschool</b>	<b>Numbers Served</b>	
	<b>How Much?</b> # funded preschool slots	
	# children attending subsidized preschool	
	<b>Preschool Attendance</b>	
	<b>How Well?</b> % of children who attended at least 30 weeks	
	% of children who attended an average of 4+ times per week	
	<b>Kindergarten Readiness Measures</b>	
	% ready overall	
	<b>Better Off?</b> Mean Fine Motor score	
	Mean SEL score	
Mean Numeracy score		
Mean Early Literacy score		

**•Prop C: Early Care and  
•Education for All**

•Citizen's Advisory Committee  
•November 29, 2018



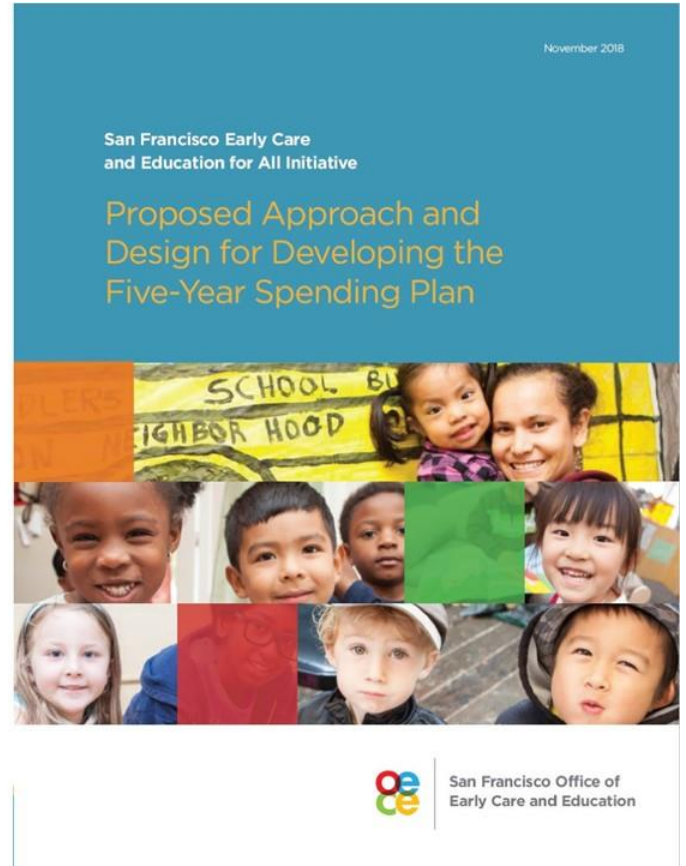
## •Today's Objectives

- Update CAC on the **Prop C engagement** and planning process
- **Gather input** on the approach and outreach activities for the Prop C Town Hall
- Discuss CAC role and **schedule**
- Next steps



## •“Plan to Plan”

- Submitted “plan to plan” to Board of Supervisors in late October 2018



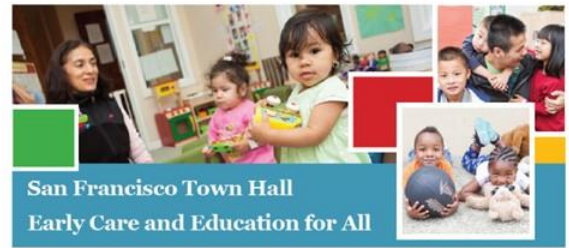


## •Town Hall

- **December 8, 2018**  
from 10 am -12 pm
- San Francisco Public Library

- **Audience:** families, parents, caregivers, early care and education (ECE) professionals and community members

- **Purpose:** Collect input on needs and spending priorities for improving access to quality ECE



**Join us for a Community Town Hall** to share your priorities for early care and education funding! The City of San Francisco is aware of many unmet needs for early care and education, and wants to do more to support young children and their families.

**What are your needs and priorities for improving access to quality early care and education?** We want to hear from families, parents, caregivers, early care and education (ECE) professionals and community members!

### Share Your Priorities for Early Care and Education Funding!

**who** You! San Francisco parents, families, teachers, ECE administrators and community members

**when** Saturday, December 8, 2018  
10 a.m. to 12 p.m.

**where** San Francisco Public Library  
100 Larkin Street, San Francisco  
Koret Auditorium

Light refreshments, Spanish and Chinese language interpretation will be available. Please RSVP at [stactownhall@sfedoe.org](mailto:stactownhall@sfedoe.org)



### Can't make it to the Town Hall?

Take our online survey.  
Visit: [www.surveymonkey.com/r/PropC\\_ECE\\_Priorities](https://www.surveymonkey.com/r/PropC_ECE_Priorities)



San Francisco Office of  
Early Care and Education 3550 Mission Street, Suite 312 | San Francisco, CA 94108  
Phone: 415.355.3670 | [sfedoe.org](http://sfedoe.org)

### About the Early Care and Education (ECE) for All Initiative

On June 5, 2018, the voters of San Francisco passed Proposition C to create funding for the Early Care and Education for All Initiative. Prop. C could provide an estimated \$121 million annually in new funding to support and improve access to quality ECE for children ages 0-5 in San Francisco.\* The San Francisco Office of Early Care and Education is launching a public engagement process to help create a Five-Year Spending Plan for this new funding.

\* Given a leveling up challenge against Prop. C and the potential that an adverse result could lead to a reduction of state funds, the San Francisco Controller's Office has indicated that any funds collected cannot be spent until the lawsuit is settled. These and strategies generated from the planning process will help identify how San Francisco's early care and education system can best serve to better meet the needs of families and professionals, with whatever resources are available.

### For more information:

Please see our [webpage](https://www.surveymonkey.com/r/PropC_ECE_Priorities)  
or contact [Shahde Tavekoli](mailto:Shahde.Tavekoli@sfedoe.org)  
at [shahde.tavekoli@sfedoe.org](mailto:shahde.tavekoli@sfedoe.org)  
or by phone at (415) 355-6764



San Francisco Office  
of Early Care & Education


San Francisco Office of Early Care & Education

1650 Mission Street, Suite 312, San Francisco, CA 94103

(415) 355-3670

## •ECE Priorities Survey

- Online survey to collect input from diverse families and ECE professionals on key needs and priorities
- Translated in English, Spanish and Chinese



### San Francisco Early Care and Education (ECE) for All Survey

#### Introduction

**Share Your Priorities for Early Care and Education Funding!**

The [San Francisco Office of Early Care and Education \(OECE\)](#) wants to hear from you! The City is aware of many unmet needs for child care and preschool services, and wants to do more to support young children and their families.

As the City invests more resources, we want your help to shape the spending priorities for **early care and education (ECE)** in San Francisco. What are **your top priorities** for early care and education funding?

OECE is conducting this online survey to collect input from families, parents, caregivers and ECE professionals on needs and priorities for early care and education.

Please take this brief survey to share your thoughts and ideas with us. For more information about the Proposition C: Early Care for All initiative, please visit [our webpage](#).

Thank you in advance for sharing your ideas on how to improve the lives of San Francisco's young children, families and early care and education professionals!



## •Parent and Provider Toolkits

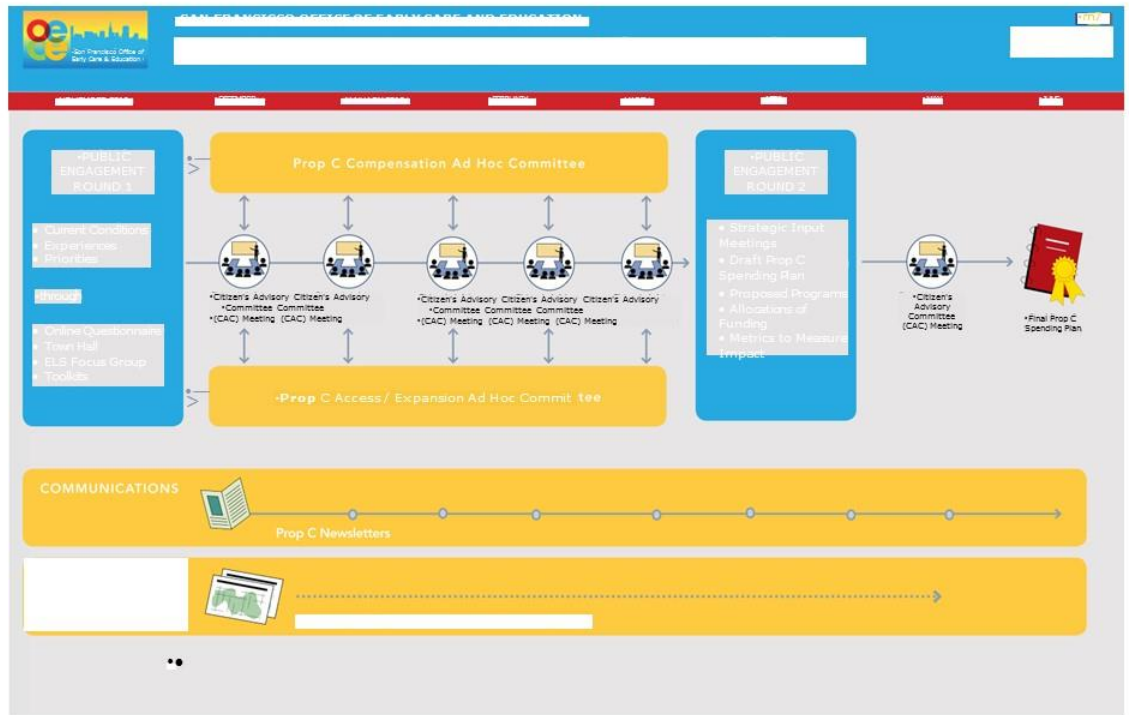
- Broad engagement of parents and professionals can be challenging given the demands of nurturing young children.

### •Outreach Strategy

- Design and distribute outreach toolkits
- Engage diverse stakeholders in a structured conversation on the Prop C priorities
- Collect input from target audiences (parent groups, educators and ECE professionals)



# •Planning Timeline



## •CAC Role and Schedule

- October 2018
  - Discuss draft "Plan to Plan" and engagement approach
  - Share input on implementation of Round 1 public/ stakeholder engagement activities
  - Discuss learnings from public engagement, research and Ad-Hoc Committees
- November/ December (Date TBD)
  - Discuss and share input on OECE budget proposal
  - CAC Retreat - Discuss emerging options for Prop C strategies and allocations
- January 2019
  - Provide input on revised Prop C strategies and allocations
- February
  - Share input on Draft Spending Plan
- March
  - Share input on implementation of Round 2 public/ stakeholder engagement activities
- h April
  - Finalize and approve Spending Plan
- May

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## •Next Steps

- Promote and conduct 12/8 Town Hall
- Schedule ELS Focus Groups in early December
- Promote "ECE Priorities" survey

