



London Breed
Mayor

Committee Members

Fonda Davidson
Yohana Quiroz
Lygia Stebbing
Pat Sullivan
Jerry Yang
Meenoo Yashar



Ingrid Mezquita
Executive Director

OECE Citizens Advisory Committee December 3, 2020 3:00 - 5:00 pm Virtual Convening **Meeting Minutes**

Members Present: Yohana Quiroz, Pat Sullivan, Fonda Davidson, Jerry Yang, Meenoo Yashar

Members Absent: Lygia Stebbing

I. Call to Order, Agenda Review, Zoom Norm-Setting

- A. Chair Quiroz welcomed attendees, called the meeting to order, reviewed the agenda, and discussed zoom norms.

II. CAC Meeting Minutes

- A. Member Davidson motioned to approve October 8, 2020 meeting minutes. Member Yashar seconded, Vice Chair Yang carried. *October 8, 2020 meeting minutes approved.*

III. Racial Equity Action Plan Presentation and Discussion

- A. Maya Castleman, OECE Senior Administrative Analyst, presented a high-level overview of OECE and First 5 SF's Phase 1 Joint Racial Equity Action Plan which outlines key action items and implementation plans across internal systems and processes in the following areas: Hiring & Recruitment, Retention & Promotion, Discipline & Separation, Diverse & Equitable Leadership, Mobility & Professional Development, Organizational Culture of Inclusion & Belonging, and Boards & Commissions (*see attachment 1*).
- B. The following areas were discussed in response to the presentation:
 - i. In your interactions with OECE and First 5 have you observed internal practices and policies that you think helped advance racial equity? Have you observed internal practices and policies that were inequitable or racist?
 - ii. When you think about the plan, are there specific sections or items that stick out to you as most important for advancing racial equity within the departments?
 - iii. How do you think the CAC can help OECE implement the plan successfully?

- C. The following key themes and feedback emerged from CAC members and public comment:
- i. In order to address diversity and equity in leadership it is critical that OECE fund pathways for higher education focusing on creating opportunity for higher degree attainment for women of color working in this sector. At the same time, OECE should value lived experiences working in the ECE sector as an asset and not create barriers by requiring degree qualifications for employment with OECE. Finally, OECE should recognize that due to institutionalized racism, hiring agencies often overlook BIPOC *with* graduate degrees for leadership roles. Applicant demographics and qualifications will help OECE be accountable as to where and why BIPOC leaders are underrepresented.
 - ii. OECE's current hiring practices may limit diversity of applicant pool:
 1. Job postings that include a preference for bilingual Chinese- and Spanish-speakers may deter monolingual English-speaking BIPOC
 2. SF GOV applications and job announcements only being available online creates barriers. OECE should consider multiple mediums for outreach and applications that do not all require internet.
 - iii. CAC members appreciated the focus on Organizational Culture of Inclusion and Belonging but also found staff survey results in this area troubling. They recommended OECE and First 5 dig deeper to unpack what, specifically, would help BIPOC staff to feel safer and to determine how White staff could become active co-conspirators in creating an anti-racist culture.
 - iv. CAC members liked the idea of a new member mentorship system for incoming CAC appointees. In order to increase diversity and parent voice on policy bodies, it is critical members receive support and not be tokenized.
 - v. CAC members would like regular updates on the plan progress in order to hold the agencies accountable to their goals. CAC members can also serve as a resource for connecting agencies to the community as OECE seeks to broaden outreach, especially in hiring and recruitment.
- D. Ms. Castleman thanked CAC members and members of the public for their comments and explained that OECE would incorporate feedback into the final draft of the Plan before submission to the Office of Racial Equity on December 31, 2020.

IV. Prop F Allocation Update

- A. Denise Corvino, OECE Deputy Director, presented an update on the draft allocation plan for Prop F (Nov, 2020) funding to be presented to the Board of Supervisors and Mayor's Budget Office for review. All elements of the draft plan are subject to change at the Board of Supervisors' and/or Mayor's discretion. Deputy Director Corvino explained that, in keeping with "Baby" Prop C (2018)

community engagement findings, the Prop F allocation proposal focuses on workforce compensation and expanding access via subsidies. Additionally, to address the serious economic hardships ECE programs are experiencing due to the COVID-19 pandemic, Board President Norman Yee and the Mayor's Office asked OECE to use Prop F funding for an Economic Recovery Grant and Loan program for both City-funded and non-city-funded ECE programs operating in San Francisco (*see attachment 2*).

- i. CAC members had questions about the details of the Economic Recovery program including eligibility requirements, loan terms, and if/how program size would factor into loan and grant amounts.
 1. Deputy Director Corvino responded these details are still being fine-tuned and subject to the Board of Supervisors' and Mayoral approval.
 - ii. CAC members and members of the public were concerned about the loan option and wondered why OECE would not allocate all the recovery fund money to grants. Members of the public expressed that even 0% interest loans would be very challenging for Centers or FCCs to repay.
 1. Deputy Director Corvino responded that OECE is still working to determine the appropriate balance between grants and loans. However, loans allow us to learn more about the needs of programs we do not have existing relationships with and re-paid loan funds can help us to create a revolving loan fund for future program needs.
 - iii. CAC members were curious if/how CARES stipends have affected retention. As OECE works to plan longer-term compensation strategies, OECE should be sure to make decisions informed by retention data.
- B. Deputy Director Corvino invited CAC members and members of the public to email her if they had further feedback or questions.

V. Final Public Comment

- A. No further comments

VI. Closing

- A. Chair Quiroz thanked members of the CAC, OECE staff, and members of the public for their attendance and participation.
- B. Meeting Adjourned at 5:06pm.

Next scheduled meeting: January 21, 2021 4pm-6pm.

For questions or assistance, please contact Maya Castleman
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**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:

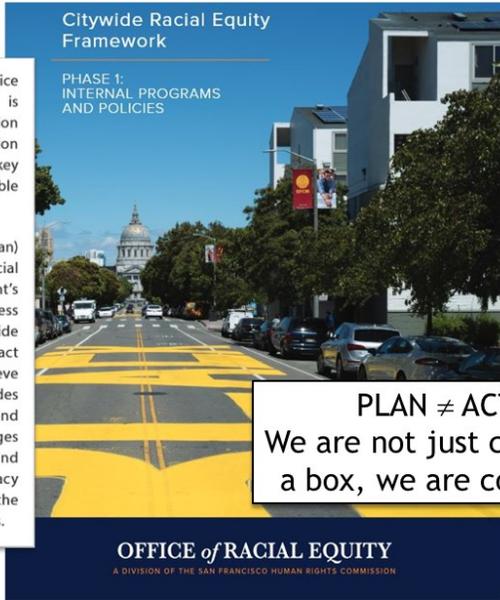
I. Racial Equity Action Plan Presentation

II. Prop F Allocation Update Presentation

Office of Early Care and Education and First 5 San Francisco's Joint Racial Equity Action Plan

Presentation to OECE Citizen's Advisory Committee

December 3, 2020



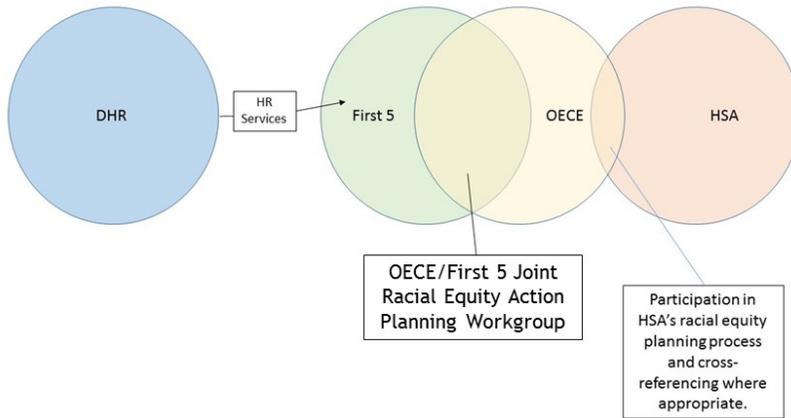
Per the [legislative mandate](#) of the Office of Racial Equity, each City Department is required to complete a Racial Equity Action Plan. Each Department's Racial Equity Action Plan is a declaration of the Department's key role and commitment to ensuring equitable and inclusive outcomes in San Francisco.

The Racial Equity Action Plan (RE Action Plan) provides a blueprint for advancing racial equity in all aspects of the department's work over the next three years. It is a process and a strategic plan, guided by the Citywide Racial Equity Framework (see below), to enact institutional and structural change to achieve racial equity. Each RE Action Plan includes indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy in addressing racial disparities within the department as well as in external programs.

PLAN ≠ ACTION
We are not just checking off a box, we are committed!

For full ORE template:
<https://static1.squarespace.com/static/5ed18d943016244d3e57260c/t/5efbe89e247faf024e6fda/1593567402561/ORE+SF+Citywide+Racial+Equity+Framework+Phase+1.pdf>

Joint Racial Equity Planning Structure



Staff Engagement

- ▶ Throughout 2019, all staff from both agencies participated in a series of racial equity conversations facilitated by a consultant from the National Equity Project, an Oakland-based non-profit focused on advancing racial equity in education.
 - ▶ Developed a shared understanding of key concepts and history
 - ▶ Helped us normalize conversations about race and equity
- ▶ Joint all-staff input sessions
- ▶ Anonymous staff survey



CAC & Commission Engagement



Goals for Today's Presentation:

- ▶ Provide a high-level overview of each Phase 1 section including
 - ▶ Some background
 - ▶ Overarching department goal
 - ▶ Action item *highlights*
- ▶ Gather your feedback drawing on your expertise and experiences interacting with the departments and addressing racism in your own lives and agencies.

Hiring and Recruitment

BACKGROUND:

- ▶ First 5 and OECE have a strong record of recruiting and hiring racially diverse staff members from our respective fields of early care and education and family support, which are similarly racially diverse.
- ▶ Although both organizations have hired black employees in the past, African Americans are currently very under-represented in our combined workforce. Latina/o and Asian American representation is good across both organizations and across classifications.
- ▶ First 5 has for many years experienced very low levels of staff turnover, and after a two-year period of high turnover, OECE has similarly settled into a period of stability. This means that vacancies are infrequent.

DEPARTMENT GOAL: First 5 and OECE aim to broaden our outreach to attract an even more diverse pool of qualified candidates to fill vacancies in our organizations when they occur. We aim to improve our outreach to under-represented groups in our current workforces. We aim to better communicate to applicants that our organizations are thoroughly committed to combatting racism and achieving racial equity internally and externally.

Hiring and Recruitment

ACTION HIGHLIGHTS/PRIORITIES:

- ▶ Draft and release an equitable and inclusive hiring and recruitment policy. Require formal training for all staff regardless of full/part-time status or seniority.
 - Develop a process map and checklist for staff involved in the recruitment and hiring process, outlining a process to achieve more racially equitable outcomes, include options to restart if process falls short.
- ▶ Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities
 - First 5 and OECE will develop a recruitment and outreach plan that includes standardized distribution lists and targets associations and organizations with diverse constituencies, such as affinity groups within and outside of our fields as well as within local colleges and universities. Offer opportunities for continual and extended learning; include in the annual budget.
- ▶ Maintain a standardized and holistic interview process with structured interview questions.
 - Develop a bank of racial equity-focused interview questions from which hiring panels can pick and choose and include question bank on recruitment and hiring checklist for all positions.

Retention & Promotion

BACKGROUND:

- ▶ Retention and promotion strategies are constrained by civil service rules and labor contract, but the flexibility that is allowed can be used to systematically discourage African Americans and People of Color and selectively advance other individuals
- ▶ Absent a formal system of promotion past tier increases within a class, an informal process of promotion has emerged of “position substitution” activated by department leadership, usually to retain employees, but it is a process susceptible to bias.
- ▶ First 5 San Francisco and OECE’s small staff size and flat hierarchical organizational structure further limit implementation of varied retention and promotion activities
- ▶ Greater awareness of civil service and labor agreement guidance can promote a common understanding of tracks to promote the compensation, retention and promotion of staff.

DEPARTMENT GOAL: By July 2021, all staff receive clear and consistent information on promotional pathways available to them and data regarding retention and promotion by race and other demographics will be reviewed for patterns of bias in the context of departments with a small number of staff.

Retention & Promotion

ACTION HIGHLIGHTS/PRIORITIES:

- ▶ Develop a formal and transparent process for raises and promotions.
 - Track employee promotion/position substitution data to increase Management accountability.
 - Establish a clear and transparent communication process for employees to know and inquire about internal promotions and raises provided by Management, especially when these promotions and raises fall outside the current civil service process.
 - Investigate key classifications with current “dead-ends” and/or “drop-offs” in employee diversity and investigate ability to upgrade within or outside of the classification series in order to create paths to upward mobility.
- ▶ Ensure salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color.
 - Research, provide training, and create collateral for staff and supervisors about civil service and labor agreements regarding compensation and promotions.
- ▶ Enhance and develop staff intangible connection to the departments and their work
 - See also section - Organizational Culture of Inclusion and Belonging
 - Provide opportunities for staff to connect with the purpose and outcomes of the department's work - e.g., strategic plan orientation, staff/team meetings, cross section collaborations

Discipline and Separation

BACKGROUND:

- ▶ Very few staff ever subject to formal discipline process; no evidence that BIPOC staff are disproportionately impacted
- ▶ Lack of experience engaging with formal processes → information gaps at both the line-staff and management levels

DEPARTMENT GOAL: Maintain healthy, consistent, and ongoing dialog between staff and supervisors regarding expectations and performance in order to continue to limit the need for disciplinary action or separation. In order to ensure that the agencies are prepared to address any disciplinary challenges that may arise equitably, all staff and supervisors receive training on discipline and separation process by 2022.

Discipline and Separation

ACTION HIGHLIGHTS/PRIORITIES:

- ▶ Standardize employee evaluation process and template across OECE and First 5 to include evaluative areas focused on promoting racial equity and dismantling institutionalized racism.
 - OECE will immediately commit to consistent participation in the citywide PPAR process. Individual staff will work with their supervisors to establish annual racial equity goal(s) and work plan activities.
- ▶ Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.
 - Departments will research existing policies, ensure equity checks at each step of escalation/de-escalation, develop transparent parameters and distribute policy info to existing staff as well as incorporate into onboarding
- ▶ Train supervisors and staff on bias and equitable and compassionate discipline and separation.
 - OECE/First 5 HR Liaisons will work with HR providers to identify existing trainings and help craft and/or revise to ensure alignment with RE framework. HR Liaisons will ensure supervisors complete trainings annually.

Diverse & Equitable Leadership

BACKGROUND:

- ▶ The fields of ECE and family support are dominated by women of color, but the leadership in these fields has been far less diverse.
- ▶ Asian American and Latina representation is good within the management/leadership ranks of First 5 and OECE, but similar to the rest of our organizations, black, Native American, and Pacific Islander representation is lacking.
- ▶ Given that our departments are relatively small, opportunities, and vacancies at the leadership level are quite rare. However, over the years, staff and particularly the staff of color have grown and moved up within both organizations.

DEPARTMENT GOAL: Preserve and expand racial diversity of management and leadership and proactively reward and cultivate leadership in our organizations.

Diverse & Equitable Leadership

ACTION HIGHLIGHTS/PRIORITIES:

- ▶ Commit to ongoing racial equity training and development for leadership.
 - Conduct research on effective racial equity training and professional development to determine what would be most optimal in the long term for leadership.
 - Management/leadership commit to completing effective racial equity training on a regular basis.
 - Management/leadership participate in joint racial equity training with staff on a regular basis, to ensure common understanding across classifications.
- ▶ Develop leadership skills and opportunities across all positions across both organizations.
 - Recognize that leadership goes beyond classification, and that our staff members are seen as leaders in the community.
 - Provide ample opportunities for staff to build leadership skills through independent and collaborative work.

Mobility and Professional Development

BACKGROUND:

- ▶ Employees of Color are more likely to have to repeatedly prove their capabilities rather than being evaluated by their expected potential.
- ▶ Through intentional investment in the specific professional development of each staff member, the departments can uplift an employee's journey, new skills .

DEPARTMENT GOAL: OECE and First 5 will create at least 3 Mobility and Professional Development strategies that affectively utilizes staff performance to recognize talents and capabilities and to pave the path to upward mobility within the organizations and beyond.

1. Utilizing performance reviews as a motivational tool that establish feedback systems to grant mobility based on objective, transparent and unbiased assessment of job performance, not the individual.
2. Striving to strengthen and refine employees' professional effectiveness by making Professional Development opportunities accessible, transparent, and focused on increasing improvement of employees' abilities for greater responsibility and learning.
3. OECE and First 5 Leadership systematically evaluate Professional Development and Mobility goals and considers equitable and alternative courses of action to ensure Managers and Supervisors inspire confidence, respect, competence in effectively assessing staff professional development and mobility opportunities.

Mobility and Professional Development

ACTION HIGHLIGHTS/PRIORITIES:

- ▶ Require formal training for all staff regardless of full/part-time status or seniority.
 - OECE-F5 Management teams develop an action plan to ensure all employees receive a performance evaluation and works collaboratively with staff toward the identification of Professional Development activities that respond to current and future ECE trends, including racial equity.
- ▶ Offer opportunities for continual and extended learning; include in the annual budget.
 - 25% of the staff each fiscal year will participate in same, similar, or compatible extended learning opportunities. Create resource List for professional development opportunities for staff that are free or low cost. Additionally, create a PD calendar within the two depts for all staff to use.
- ▶ Assess and address staff needs outside of the workplace understanding that non-work-related needs contribute to overall work quality and centering the needs of employees of color.
 - In collaboration with other city depts, Management and Staff will develop an “external workplace needs” process to outline how/when staff will have access to additional support for non-work-related activities such as WageWorks for transportation, Health including Flu clinics, mental health, and fitness opportunities.

Organizational Culture of Inclusion & Belonging

BACKGROUND:

- ▶ Org. culture of inclusion and belonging has been a primary focus of OECE/First 5 agency alignment work. RBG cross-departmental workgroup meeting regularly to intentionally build community and relationships across the agencies
- ▶ In RE staff survey 66% agreed or strongly agreed that they feel safe and included in their department; all of the 12% who disagreed identified as POC.
- ▶ This section of the RE Action Plan will build on RBG work ensuring Racial Equity and inclusion across intersectional dimensions of identity are centered

DEPARTMENT GOAL: By 2022, 85% of OECE and First 5 SF staff report that they agree or strongly agree that they feel a sense of inclusion and belonging within the departments and staff of color are no more likely to feel neutral or disagree than their white colleagues.

Organizational Culture of Inclusion & Belonging

ACTION HIGHLIGHTS/PRIORITIES:

- ▶ Create a standardized and transparent process and space for calling out experiences of racism and micro-aggressions
 - Create regular space at staff meetings and supervisor check-ins to elevate conversations about race and racism. Develop, post, and widely share policy for reporting incidents of racism.

- ▶ Create physical and digital spaces that foster inclusion
 - Space design team working on co-location will incorporate comfortable spaces for staff to have informal interactions and will also ensure accessibility and family-friendliness. Continue and expand on spaces for informal digital interactions and info-sharing.

- ▶ Support affinity groups
 - Department leadership will encourage and support staff to form affinity groups that support their interests. Set policies to allow groups to meet during working hours and a budget to support group activities.

Boards & Commissions

BACKGROUND:

- ▶ First 5 San Francisco and OECE are actively working to explore greater alignment and coordination, including potential merger or other organizational arrangements.
- ▶ The departments have differing governance structures with seats allocated for specific perspectives and/or representations.
- ▶ First 5 SF recently adopted a Racial Equity Resolution as a first step to hold themselves accountable to an iterative and collaborative process with the OECE CAC aimed at centering racial equity in all aspects of departments' governance.

DEPARTMENT GOAL: Over the next two years, the First 5 SF Commission and OECE CAC will work with department leadership to support racial equity at the governance level by developing recruitment guidance to achieve equitable representation reflective of the communities we serve, developing decision-making processes that center equity, and creating onboarding protocols to increase the comfort, inclusion and contribution of new members.

Boards & Commissions

ACTION HIGHLIGHTS/PRIORITIES:

- ▶ Ensure a diverse and equitable governance structure with members that match the community being served.
 - While First 5 Commission and OECE CAC members are appointed by the Mayor and BOS, existing members and agency staff have high level of influence/control over outreach and recruitment when vacancies occur. First 5 Commission & OECE CAC will participate in demographics survey to assess current strengths and gaps in representation. Recommendations will be developed for future membership recruitment based on findings.
- ▶ Adopt ORE racial equity assessment tools to inform decision-making of Boards and Commissions.
 - Research and discuss ORE equity assessment tools for use as guides to inform CAC and Commission decision making.
 - Engage CAC & Commission to determine methods to elevate issues of racial equity in budgeting and program implementation.
- ▶ Safeguard members so they naturally feel welcomed and valued, not tokenized.
 - Commit to ongoing racial equity training (could include consultant(s), peer learning/training led by members, existing city trainings and resources etc.
 - Develop an onboarding process that includes RE readings, training, and resources
 - Explore new member mentorship and/or other options for fostering inclusion and belonging

Questions For Discussion

- ▶ In your interactions with OECE and First 5 have you observed internal practices and policies that you think helped advance racial equity? Have you observed internal practices and policies that were inequitable or racist?
 - ❖ *While we are hoping for an honest and candid discussion, we ask that you please do not reference names of specific individuals.*
- ▶ When you think about the plan, are there specific sections or items that stick out to you as most important for advancing racial equity within the departments?
- ▶ How do you think the CAC can help OECE implement the plan successfully (e.g. connections to community, accountability structure)

RACIAL EQUITY ACTION PLAN SECTIONS FOR PHASE 1

1. Hiring and Recruitment
2. Retention, Promotion, and Protection
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions



San Francisco Office
of Early Care & Education

Babies and Families First Fund

Citizens Advisory Committee
December 3, 2020



Priorities

- Workforce Compensation
- Support for Low and Middle-Income Families
- Other Services to Support the Well Being of Young Children
- 2020: Recovery



OECE

Prop F Continuing Process

- BOS to approve spending plan
 - Budget and Appropriation Committee
 - Board of Supervisors
- Election Certified
 - By December 3
- Issue Judgement Bonds
 - Controller's Office
- Approval of Mayor's Office



Early Education Economic Recovery Grant and Loan Program

- For ECE programs in San Francisco
 - City-funded or not
 - Center-Based, Family Child Care, and some license exempt groups
 - No-interest Loans and/or Grants
 - Prioritize funding eligibility to ECE programs providing access to children who experience marginalization, systemic inequity, and health inequities.

Other Short Term Initiatives

- Short Term Subsidy Outlays
 - Address programs expanding (facility pipeline)
- Stipends
 - Spring 2020 amounts
- OECE Staffing

Middle and Long-Term Initiatives

- Compensation for Workforce
- Sustainable Enrollment Funding
- Child Health and Well being



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Thank you.