



Edwin M. Lee  
Mayor

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



September Jarrett  
Director

**Office of Early Care and Education (OECE)**  
Citizen's Advisory Committee Meeting Minutes  
Thursday, November 16, 2017  
4:00 - 6:00 pm  
1650 Mission Street, Suite 312

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

**Members Absent:** Lygia Stebbing

**OECE Staff Members Present:** September Jarrett; Tyson Jue; Graham Dobson; Maya Castleman; Ashley Williams, Carlo Manaois, Anne Morrison; Ashley Abraham; Claudia Ayala; Elisa Baeza

**Members of the Public Present:** Itzel Diaz, Low Income Investment Fund; Gretchen Ames, CPAC; Heather O'Leary, Mission Neighborhood Center; Yao Xian Chen, FCC Owner/Educator; Judith Baker, First 5 SF; Ingrid Mezquita, First 5 SF; Wai Hung Tang, FCC Owner/Educator

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

- a. Ms. Quiroz called the meeting to order and welcomed Supervisors Norman Yee and Jane Kim. CAC members introduced themselves to the Supervisors and members of the public.

**II. Special Presentation and Discussion: Affordable Child Care in San Francisco with Supervisor Jane Kim and Supervisor Norman Yee**

- a. Supervisor Yee introduced himself and summarized the city's longstanding commitment to early care and education. He highlighted the PEEF fund and hopes to universalize preschool which launched the Preschool For All (PFA) program. However, there was still a gap in resources for 0-3-year-olds. When PEEF was reauthorized, the language was updated to expand beyond preschool and additional advocacy for resources garnered 4million new dollars for 0-3. The city then asked OECE to design a program to use this additional funding to target infants and toddlers which led to the creation of the Infant-Toddler Early Learning Scholarship Fund (ELS).
- b. Supervisor Kim commended Supervisor Yee for his leadership and decades of work to improve San Francisco's early care and education systems. She summarized her own path to this work including her background in affordable housing and priority of growing San Francisco's middle class.

Through her work on the FREECCSF campaign, it became apparent that education supports are vital to bringing back the middle class. Supervisor Kim shared her goal to push for support and subsidies that move further up the income bracket beyond low-income to address middle income families who are struggling to stay in San Francisco and currently receive little to no support.

- c. Supervisors Kim and Yee then introduced their plan to propose a ballot measure for the June 2018 election that would locate 50-100million new dollars for San Francisco's Early Care and Education system. They asked for the support of CAC members and members of public as they take on a grassroots campaign with no corporate backing.
- d. The Supervisors then asked for input around the following question: If we were to get 50-100million new dollars, what are the big gaps in our current system and which are top priorities? CAC members were each given the opportunity to comment and the following priorities emerged:
  - CAC members were happy to hear about Supervisor Kim's goal of bolstering the middle class. The City and OECE have done a good job at supporting low-income families but have done little for middle income families which has lead to segregation in ECE. Actually having preschool for ALL universally that starts at age 3 would be a huge support that would feed into public schools and could reduce educational segregation throughout a child's lifetime.
  - CAC members strongly supported allocating new money to increasing wages and supports for the ECE workforce.
    - Waitlists not only develop due to lack of subsidies, but due to lack of ECE educators. Many programs could be serving more subsidized children but are unable to do so because they are understaffed but must comply with staff-to-child ratio requirements. Low wages and high cost of living combine to create very high staff attrition rates and difficulty bringing on new staff.
      - A CAC member commented that they currently have to turn families away even when they have subsidies in-hand due to 50% staff vacancies.
    - Many teachers are commuting in to San Francisco and can't afford to place their own children in the programs they work in because they are not SF residents and therefore not eligible for subsidies.
    - FCC owners have to operate out of their own place of residence so they have no choice but to pay the high rents if they want to continue serving San Francisco families. Also, ratios for FCCs are different than for Centers even though the educational requirements for staff are the same across both which puts an even higher staffing burden on FCCs if they want to serve more children.

- Professional image of ECE teachers is lower than the rest of teacher grades. Can we do anything to try to boost the professional image so we can attract more young people to this field?
    - Some states have preschool-3<sup>rd</sup> grade credentials so that teachers can have flexibility for teaching across grades. If we were able to do this in San Francisco it would elevate and advance the field and influence pay scale for teachers.
  - In addition to increasing wages, we should also think about cutting costs for child care providers such as providing group-rates on insurance and better benefits.
  - Supervisor Kim asked: Are wages the biggest factor in retaining teachers? How much of an increase would make a difference?
    - CAC members and members of the public estimated that around a 300% increase in wages would be necessary to provide ECE educators a living wage.
  - CAC members are excited at the prospect of so much new money in the system but want to ensure that the funding mechanism is not a regressive tax.
  - Because there is so much still to accomplish and the need for resources is so great, CAC members suggested implementing a sliding scale where families pay no more than 10% of their income for ECE programs as opposed to something completely free across the board.
- e. Members of the public were then given the opportunity to comment on the priorities put forward by the CAC:
- Members of the public strongly agreed with the CAC's comments around increasing wages and supports for the ECE workforce.
    - The ECE workforce is mostly women of color and so a compensation initiative or something very specific that starts with rising the tides of self-sufficiency would be really progressive.
    - Right now ECE teachers are living in poverty making half of what TK-12 teachers make. Educators have no choice but to leave the field or leave the city. That is why boosting teacher wages and support is so important.
    - In terms of polling, please ask about housing initiatives or locally paid insurance that would very helpful. The workforce issue has to be solved to serve more children.
    - An ECE teacher commented: Teachers get burnt out really easily especially when centers are understaffed. Low compensations are so stressful that teachers end up getting sick and then cause even more understaffing and more stress in a vicious cycle. Students in pathways programs come in excited to work in the field but end up making the tough decision not to pursue the field they were so excited about because the wages are too low. Even the most committed teachers struggle with this choice all the time.

- An FCC owner/educator commented: We need to shorten the waiting period for referrals. While we understand the idea behind the new Early Learning Scholarship, the system change has increased the referral waiting period which has been very rough on FCCs. If we are going to put new money into the system we need to make sure to make the referral process is easier. Would it be possible to have more programs handling referrals or more caseworkers at each agency?
- f. Supervisor Kim thanked the CAC and members of the public for their thoughtful input and dedicated work and advocacy in the field. She explained that the next steps would include polling the public and the challenging process of creating the expenditure plan. She explained that to win a large revenue amount we will have to balance increasing slots, access, and teacher compensation, with the necessity of speaking to the priorities of the largest number of people. Supervisor Kim also agreed that it is very important to her to make sure the revenue does not come from a flat/regressive tax that would negatively impact low income families. She indicated that she and Supervisor Yee are preliminarily looking into a tax on employers who would greatly benefit from employees who have secure child care and/or other similar revenue streams. Supervisor Kim closed by reiterating that in order to get this revenue measure to pass, the Supervisors will need the support and grassroots campaigning power of everyone in the room.
- g. Supervisor Yee seconded the closing comments made by Supervisor Kim. In response to some of the comments around family childcare issues, Supervisor Yee also mentioned that he is working on a separate project to allow FCC's to use below market rate retail spaces.

### **III. Minutes of September 21, 2017** *(See attachment 1)*

- a. Motion to approve. Approved.

### **IV. Director's Report** *(see attachment 2)*

- a. Ms. Jarrett encouraged CAC members to read the full report and highlighted the following OECE updates:
  - OECE achieved several big staffing milestones.
    - OECE's new Deputy Director Tyson Jue started on November 2, 2017.
    - Deana Farole started in October, 2017 as OECE's Senior Data and Evaluation Analyst. We now have a fully staffed Data and Evaluation team.
    - OECE has had some challenges with staffing but after much perseverance, we will be fully staffed in mid December!
  - Ms. Jarrett shared OECE's first draft of a dashboard for ELS and PFA enrollment data. *(see attachment 3)*
  - Ms. Jarret followed up on request from the September, 2017 CAC meeting to add dollar amounts to a quality investments graph. *(see attachment 4)*
    - Request to add total dollars amount. Maya will email to CAC members.

- V. [San Francisco Citywide Plan for Early Care and Education](#) **Section 5: Professional Development and Workforce Strategy Update and Discussion**
- a. **Professional Development Systems Advisory Group:** Ashley Williams, OECE's Senior Workforce and Quality Analyst, updated the CAC on how OECE's current work aligns with the recommendations laid out in the Citywide Plan focusing specifically on educational pathways and the launch of the Professional Development Systems Advisory Committee (PDSAC). (*see attachment 5*)
- b. Ms. Williams then posed the following discussion questions to the CAC around the PDSAC process:
- ❖ What challenges and opportunities do you see for Workforce and Professional Development strategies?
  - ❖ What suggestions do you have for areas of inquiry for PDSAC?
  - ❖ What do you see as one potential key outcome of a successful PDSAC process?
- Several CAC members commented about the great pathway programs currently available to San Franciscans interested in pursuing higher learning in ECE. However, once pathway students graduate we don't know what happens to them. CAC members wondered if the PDSAC could work on creating a better feedback loop and data gathering process once students graduate out of pathways programs.
  - A CAC member was concerned that OECE is spending a lot of time and money spinning our wheels around PD when we know that the single biggest factor driving quality is wages, not professional development.
    - Ms. Jarrett responded: The San Francisco Citywide Plan for Early Care and Education that we developed in collaboration with the CAC absolutely prioritizes compensation. However, we think of the PDSAC and PD systems development process as an AND not an OR. While we prioritize wage increases, we also want to enhance the professional development and other supports beyond wages for our teachers.
  - Several CAC members commented about the need for more feedback, accountability, and evaluation of the coaches, trainers, and courses. There is no centralized way for ECE educators to give feedback or for coaches to be held accountable.
  - We need more PD around moving from teaching to ECE leadership and admin which is a force for upward mobility and there isn't currently much infrastructure to support teachers to build that capacity.
    - A CAC member commented that it is unfair and counterproductive that leadership development classes do not count towards educators' required professional development hours. CAC members hoped that the PDSAC could look into addressing this specific issue.
  - A CAC member recommended prioritizing educator voices within the PDSAC because as systems / program admins we can talk about what we think

would benefit teachers but it's critical to hear and move on what teachers themselves say they want and need.

- A CAC member asked the PDSAC to look into better marketing for mentorship programs. Many students who could benefit from mentorship don't know the programs exist.
- A member of the public commented that higher learning needs to be culturally relevant. Curriculums for ECE often do not include anything about bilingual education when we know that 50% of San Francisco children speak another language in the home. We also know that higher learning emphasizes pedagogy around 3-4s and focuses less on infants due to ingrained biases around infant care.
- A CAC member recommended taking a step back to articulate what it is that the PD system is actually trying to achieve for programs and families. We can look at aligning the system and improving the system but we need to know what the overarching goal of the systems work is in order to move forward.

## VI. Closing

Note: due to the supervisor's participation, public comment was collected throughout the meeting as opposed to being heard as a separate agenda item at end of meeting.

**Next scheduled meeting: January 18, 2017**

Focus: OECE Budget Proposal 2018-2019

If you need any 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](mailto:sotf@sfgov.org)

### Attachments:

1. September 21, 2017 CAC Meeting Minutes
2. Director's Report
3. 1<sup>st</sup> Draft: ELS/PFA Enrollement Dashboard
4. Revised Quality Investments Pie Chart
5. Professional Development and Workforce Strategy Update Presentation

San Francisco Office of Early Care & Education

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## Attachment 1



Edwin M. Lee  
Mayor

### **Committee Members**

Sandee Blechman  
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**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

**VII. 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.

**VIII. Minutes of May 18, 2017**

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

**IX. 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.

X. [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.

## XI. Citizen's Advisory Committee Business

### a. Updated Membership Roster

#### San Francisco Office of Early Care & Education

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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.).

**XII. 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](mailto: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



Edwin M .Lee  
Mayor

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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/>

- **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**

<b>Composite Score Quality Rating and Improvement System: Quality Counts Rating Results Centers &amp; Family Child Care in San Francisco</b>					
<b>Tier Level: 1-5</b>	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
<b>Centers and FCC Rated n=238</b>	0	3	63	148	24
<b>Percentage</b>	0%	1%	26%	63%	10%

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

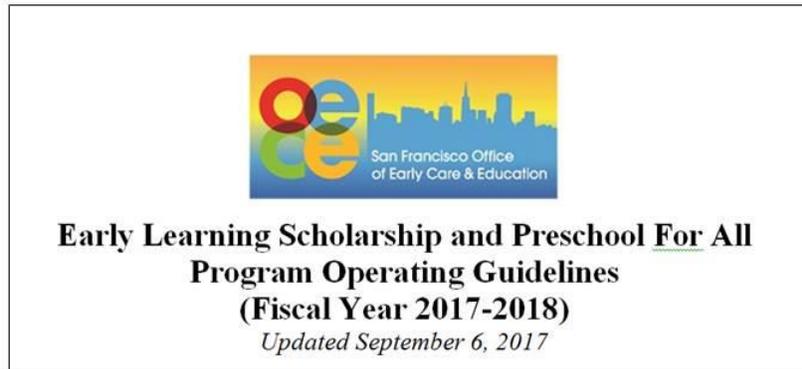
For Families	For Programs
<b>Continuity of Care</b> - 12 or 24 months, or until K entry depending on population	<b>Continuity of Care</b> - 12 or 24 months, or until K entry depending on population
<b>Financial Assistance Continues as Incomes Goes Up</b> Example: Maximum annual income \$114,156 for a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



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## Operating Guidelines at SFOECE.org

- More details; updated periodically



[www.sfoece.org](http://www.sfoece.org)

## 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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San Francisco Office of Early Care & Education

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

(415) 355-3670

## Recommendation #2:

*Organize local funding into two categories:*

- 1) direct service supports - base funding and quality funding*
- 2) quality system supports.*



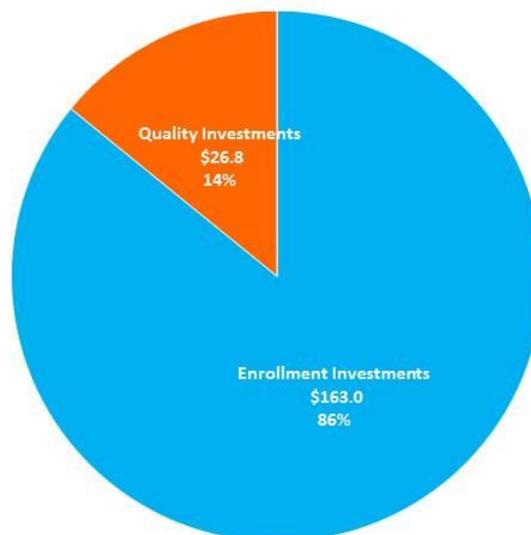
San Francisco Office  
of Early Care & Education

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## FY 2017-18 Expenditures: All Sources

Investment Type by All Sources (Millions of \$)



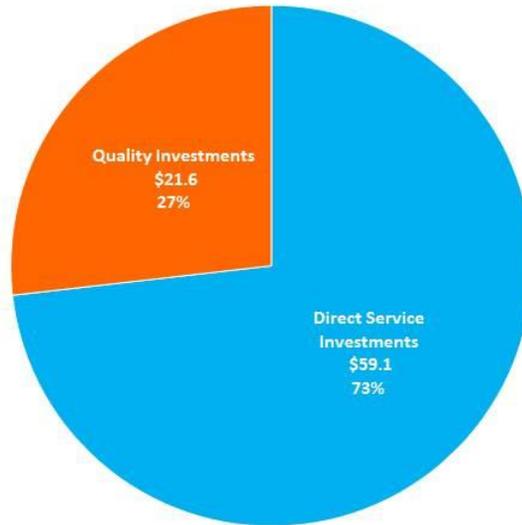
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11

# FY 2017-18 Expenditures: Local

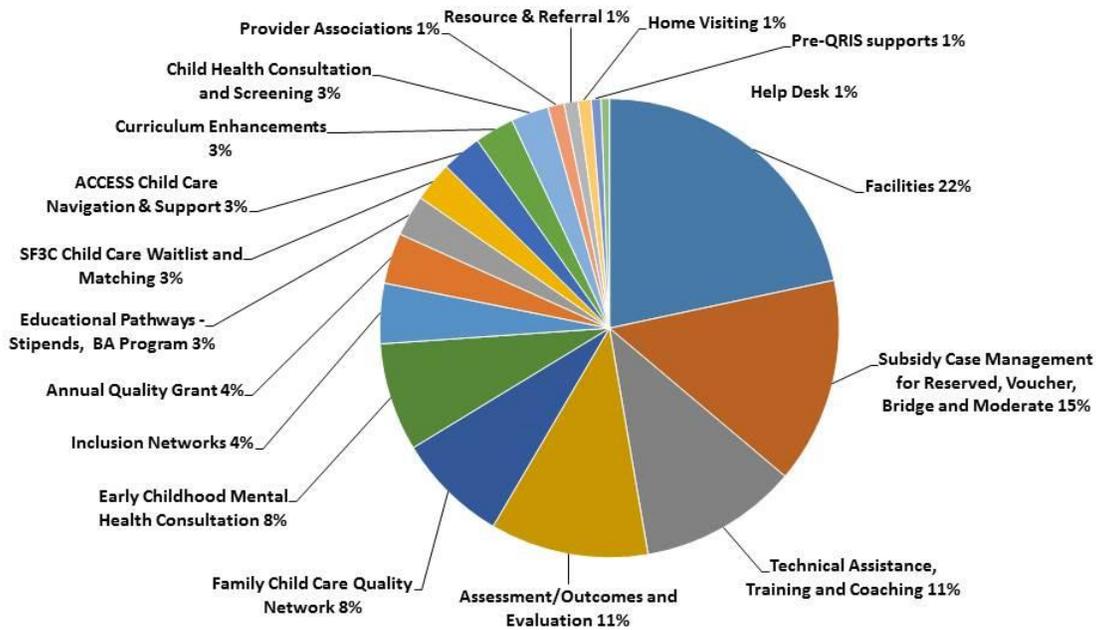
Investment Type by Total Local Sources (Millions of \$)



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10

## FY 17-18 Quality Investments by Total Local Sources



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11

San Francisco Office of Early Care & Education

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

(415) 355-3670

## 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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10

## 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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11

## 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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10

## 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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11

## Recommendation #5:

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



San Francisco Office  
of Early Care & Education

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19

## 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
<b>Total New Investments</b>			<b>\$98M</b>

19

Thank You





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

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:

<i>Date</i>	<i>Focus Area(s)</i>
September 21, 2017	Financing Models (Section 6 of Citywide Plan) - 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.

## Attachment 2



Edwin M .Lee  
Mayor

### **Committee Members**

Sandee Blechman  
Kathie Herrera-Autum  
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: November 16, 2017  
Re: Director's Report

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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 in advance of the November 16, 2017 meeting.

### **V. New OECE Staff Members**

- In mid-October, **Sandra Naughton**, transitioned from her role as Chief Operating Officer, to a part time Senior Administrative analyst due to family circumstances. We are grateful for Sandra's leadership during a pivotal year for OECE as we developed and implemented the Early Learning Scholarship program. We are excited to have her lead special projects for us on half time basis going forward.
- **Tyson Jue, Deputy Director**, joined OECE on November 2. Prior to joining OECE, Tyson played a leadership role at First 5 Santa Clara for more than a decade, most recently as Chief of Policy and Communications. Tyson holds a B.A. from UC Davis and Graduate Degrees in Social Sciences and Public Policy from the University of Chicago. Tyson's operational, policy, and communications skill sets will be great additions to OECE. <https://www.linkedin.com/in/tyson-jue/>
- **Deana Farole, Senior Data and Evaluation Analyst** joined OECE in October. Prior to joining OECE, Deana was an analyst with the California Judicial Council, where she led a broad array of research, evaluation, and data collection projects in the areas of family and juvenile law, elder abuse, self-represented litigants, workload and resource needs assessment, and performance measures. Deana received her master's degree in applied sociology from Temple University and her bachelor's degree in sociology, with a concentration in family demography, from the University of Pennsylvania. <http://sfoece.org/deana-farole/>

- **Ashley Abraham, Management Assistant.** This week, Ashley joins OECE from the Family and Children’s Services division of the Human Services Agency. Ashley has worked under the Human Services Agency umbrella for just over 2 years assisting a Program Director who oversaw Foster Youth and Adoptions programs. Ashley holds a B.A from San Francisco State University in International Relations. [www.linkedin.com/in/ashley-abraham-20525761](http://www.linkedin.com/in/ashley-abraham-20525761)
- **Denise Corvino, will join OECE as our Fiscal Strategies Manager** in mid-December. Denise is returning home to the Bay Area, after working as Child Development and Health Manager of Head Start in Maricopa County Arizona, as well as leading child care licensing for the State of New Hampshire for eight years. Denise began her career as an ECE classroom teacher and director, and currently teaches child development courses at the community college level. Denise holds a Masters in Child Development from Wheelock College. Denise is a talented professional who brings a strong skillset to OECE’s funding work and strong commitment to implementing our vision.

Tyson, Deana, Ashley and Denise are great new additions to our team, and I am happy to announce with these additions we will have all our vacant positions filled and have established a diverse, highly qualified team to lead the work of OECE.

## VI. Policy Updates

- **Federal Policy:** We continue to champion the Child Care for Working Families Act 2017.
- **State Policy:**

ECE State Legislation signed by the Governor:

- Several bills approved 9 more Pilot counties – Fresno, Monterey, San Benito, Santa Cruz, San Diego, Solano, Contra Costa, Marin, Sonoma
- AB 273 – creates a condition for eligibility of subsidized child care and development services to parents engaged in an educational program for English language learners or attaining a high school diploma or GED certificate
- AB 752 – prohibits a CDE-contracted child care and development agency from expelling or un-enrolling a child due to behavioral concerns unless certain conditions are met

Early exploration of a single regionalization reimbursement rate for state subsidized ECE – convening of key state stakeholders last week – CDE, CDSS, First 5 CA, LAO, DOF, community partners.

Community Care Licensing statewide policy staff visited several playgrounds/public parks in San Francisco recently – looking to consider revisions to open space waivers to allow the use of playgrounds to meet outdoor play space licensing requirements for select projects.

- **Local Policy:** Supervisors Jane Kim and Norman Yee have introduced legislation exploring affordable child care in San Francisco. OECE has been sharing some initial data on unmet need, and the Controller is exploring some potential new revenue sources to close the gap for San Francisco children and families. Supervisors Kim and Yee will join the first hour of our November CAC meeting to share their thinking about this exciting effort.

## **VII. Implementation of San Francisco Citywide Plan for Early Care and Education**

- **ELS Implementation Pain Points with Family Child Care Providers:** OECE and our Integrated Services implementation partners at Children’s Council of San Francisco and Wu Yee received 15 recommendations from the Family Child Care Association of San Francisco on October 25. The recommendations are a call to improve how our systems of education about the family child care option for parents, child care referral, child care waitlist, and Early Learning Scholarship implementation can better support the family child care sector. We take the concerns and recommendations seriously, and are actively working on several strategies in response including better transparency of information, improved processes and services to programs and families.

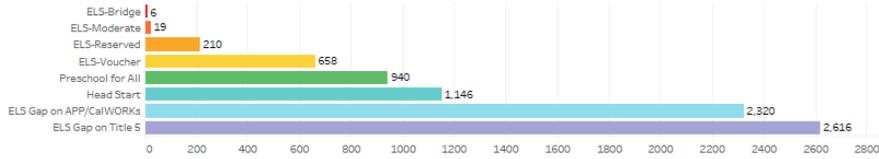
# Attachment 3

## Monthly Subsidy and Setting Enrollments

October 2017

Total Children Enrolled: 7,915

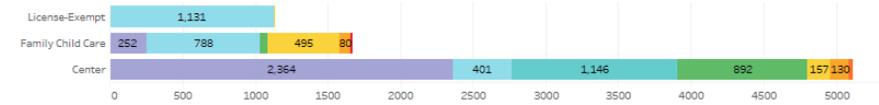
### Children Enrolled by Subsidy



### Children Enrolled by Setting



### Children Enrolled by Setting and Subsidy

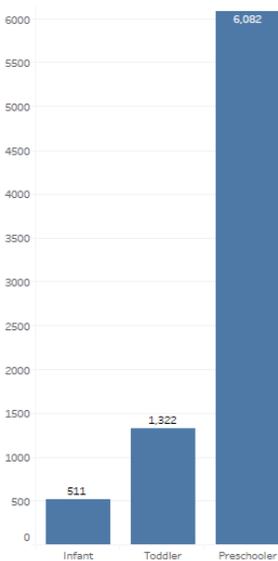


## Monthly Enrollment Demographics

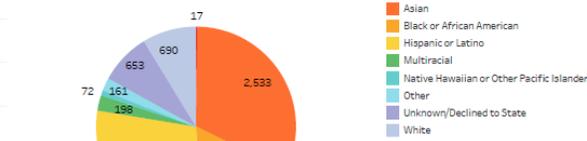
October 2017

Total Children Enrolled: 7,915

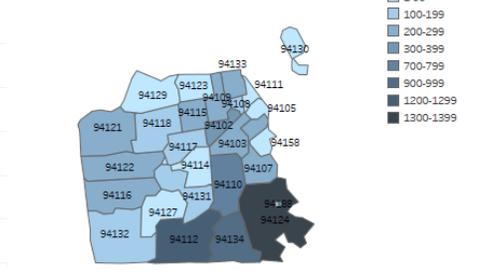
### Age Ranges



### Ethnicity



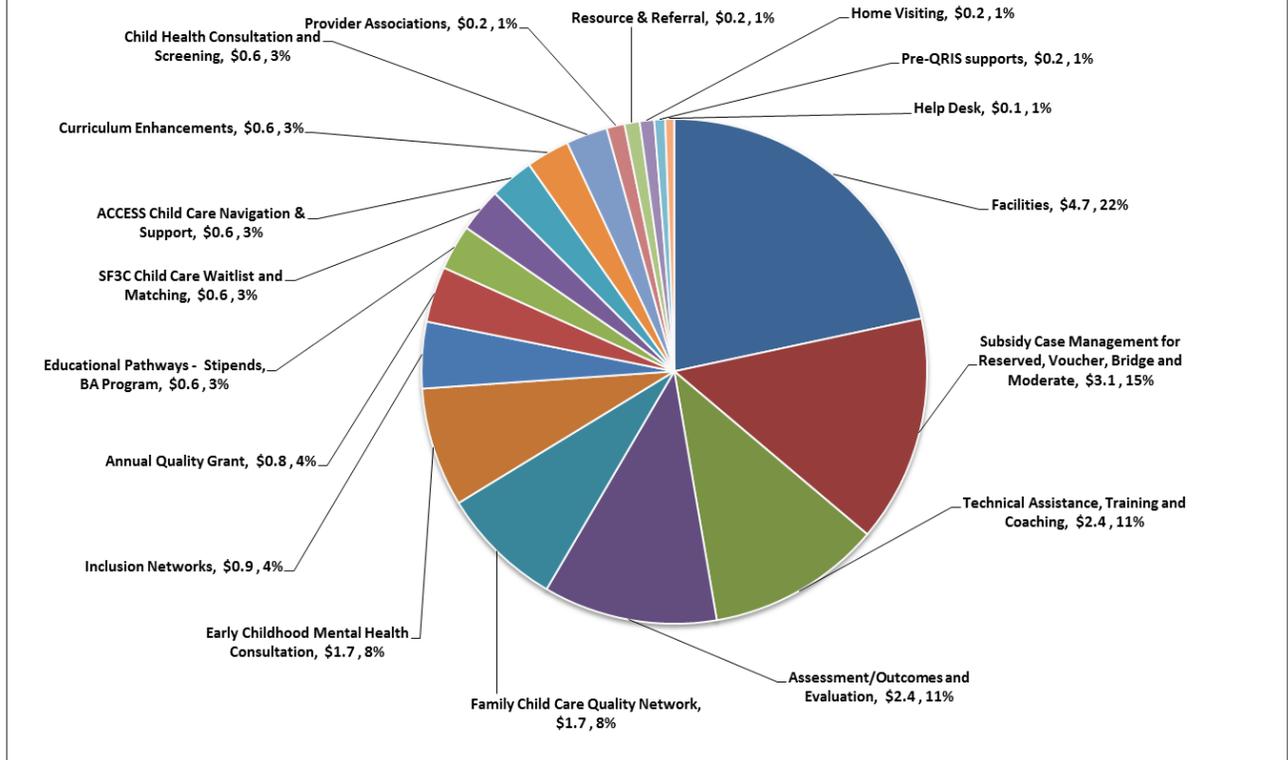
### Home Zip Code



**Attachment 4**

**OECE Quality Investments by Total Local Sources**  
(Dollars in Millions)

**Total Quality Investments: 21,637,813**





## **OECE Citizens Advisory Committee: Professional Development and Workforce Strategy Update**

Presentation by  
Ashley Williams  
OECE Quality & Workforce Analyst  
November 16, 2017

1

### **Context**

- **San Francisco's Citywide Plan for Early Care and Education: Section 5** was adopted in April 2016 and established workforce and professional development recommendations
- The recommendations in the Citywide Plan build from current efforts to increase program quality
- The recommendations seek to lift up the importance of compensating and supporting the diverse professionals who do the work of educating our young children

## Workforce Strategies

- 1) Strategies to support compensation parity with TK-3 are developed and financed
- Evaluate and improve SF's teacher recruitment, retention, and promotion strategies.

## Professional Development Strategies

- 2) Develop an early childhood professional development system that addresses the professional development needs of all workforce professionals in all ECE settings: schools, child care centers, family child care, and license exempt care

- Encourage effective pathways and incentives for new and existing workforce members to advance educationally in the field of early childhood in San Francisco (educational attainment)
- Align local ECE professional development funding and policies to address race, ethnicity and language with the goal of supporting SF's diverse ECE workforce.
- Establish a SF Professional Development System Advisory Committee with cross-sector stakeholders with authority to make policy recommendations for the SF Professional Development System
- Data systems (CA ECE Workforce Registry, WELS) have aligned workforce data fields, standardized document collection and to inform professional development and compensation policy decisions

## Recommended Strategies: Where are we?

- Dedicated Quality & Workforce Analyst
- Investments in Workforce Development
  - Academic Pathways at SF State
  - Incentives
    - SF SEED stipends
    - Title 5 BA stipends
  - High School Summer Employment and College Pathway Pilot
- Established Family Child Care Advisory Group
- Launched Professional Development System Advisory Committee (PDSAC) September 2017

## What is the goal of the PDSAC?

- **Engage in a systems inquiry and planning process that will:**
  - improve coherence between citywide training, coursework, and job imbedded coaching
  - identify, analyze, and document the gaps in pathways for EC workforce members
- **The group will contribute to a document that will:**
  - identify the findings that result in challenges to creating coherence with our training, coaching, and academic pathways
  - provide a list of recommendations to improve the coherence and impact of the PD System
  - identify potential action items and recommend next steps with consideration of policy and funding

## Bright Spots for the PDSAC?

- Established Participatory Agreements on how the group will work together
- Agreed need for updated and shared understanding of the current state of the PD system
  - Review of 2014-2015 Mapping Project with Billie Young
- Pleased with PDSAC being established for discussion and collaborative inquiry focused on PD
- Everyone is well meaning and eager to do the work

## Challenges for the PDSAC?

- Sharing challenges at program level
- Educator voice
- Parent voice
- Prioritizing where to start

## Identified Gaps by PDSAC thus far

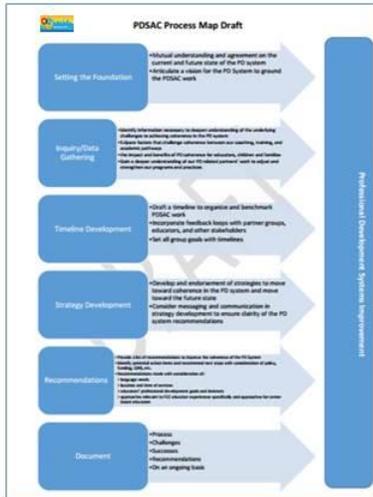
- cross-agency collaboration
- data collection
  - data on workforce retention & exit
  - ways to measure impact of quality improvement that also produce data to drive our systems building
  - baseline data of workforce diversity
- strategies for capacity building of PD providers to reflect the community they serve
- challenges to design PD for a vast field with the consideration of individual needs at different entry points to the field
- Budding priorities based on PDSAC survey data draft
  - Access to local 2 year and 4 year institutions of higher education for ECE workforce
  - Understanding various components and offerings of the PD system
  - PD system survey for educators that looks at higher education, coaching and technical assistance, and citywide training efforts

## Budding Priorities for PDSAC

- Budding priorities from PDSAC Members survey data
  - Access to local 2 year and 4 year institutions of higher education for ECE workforce
  - Understanding various components and offerings of the PD system
  - PD system survey for educators that looks at higher education, coaching and technical assistance, and citywide training efforts

# Next Steps for the PDSAC

- Process Map



- Empirical research and research based evaluation instruments for culturally relevant and responsive teacher preparation and professional development systems design



## Discussion

- What challenges and opportunities do you see for Workforce and Professional Development strategies?
- What suggestions do you have for areas of inquiry for PDSAC?
- What do you see as one potential key outcome of a successful PDSAC process?

**Thank you!**

Ashley Williams, MA  
Senior Quality & Workforce Analyst  
San Francisco Office of Early Care and Education  
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