



Edwin M. Lee
Mayor



September Jarrett
Director

Office of Early Care and Education (OECE)
Citizen's Advisory Committee
Minutes of the Meeting of March 16, 2017

Date: March 16, 2017

Time: 4:00 pm – 6:00 pm

Location: 1650 Mission Street, Suite 312, OECE Conference Room

Members Present: Kim Garcia-Meza; Yohana Quiroz; Lygia Stebbing; Meenoo Yashar; Sandee Blechman; Candace Wong; Kathie Herrera-Autumn; Jerry Yang

Members Absent: Meredith Osborn

OECE Staff Members Present: September Jarrett; Graham Dobson; Ashley Williams; Maya Castleman

MIG Consultants Present: Jamillah Jordan; Maria Mayer

I. Call to order/Welcome/Agenda Review

Candace welcomed Committee Members, OECE staff, MIG consultant partners and members of the public. In addition to Committee Members, OECE Staff, and MIG staff, the following were in attendance:

- Sara Hicks-Kilday, San Francisco Child Care Providers Association

II. Approval of 01/19/17 Minutes

With one correction, the minutes were approved as amended by all members in attendance.

- To follow-up on a question from the 01/19/17 meeting, Ms. Jarrett provided a hand-out on the break-down of Tax-exempt versus Non-exempt child care centers and FCCs in San Francisco. This data does not include license-exempt care or certain religious/educational exemptions (See attachment 1).
 - Ms. Jarrett noted that while FCC's are organized as for-profit businesses for tax purposes, the reality of serving diverse economic populations in high-cost San Francisco means that non-exempt FCC's are not necessarily making significant profits.
 - Question: Does this data include co-ops?
 - OECE Response: Because Co-ops are licensed, the data should include co-ops. Ms. Jarrett believes the nine childcare co-ops in San Francisco are non-profit but will confirm and report back.

III. Director's Report (See attachment 2)

Highlights from the Director's report:

- Ms. Jarrett announced several important staffing changes. Michele Rutherford retired at the end of February 2017 after 32 years of service. OECE also welcomed three new OECE staff members: Tiffany Torrevillas - New Data and Evaluation Manager, Ashley Williams - New Senior Analyst for Workforce and Quality, and Anne Morrison - New Analyst for Data and Evaluation.
- OECE received 321 funding applications from childcare centers and FCCs. We now have over 80 volunteers reading, reviewing and scoring applications. Ms. Jarrett explained that OECE is in need of more Chinese-speaking/reading volunteers to review the high volume of applications submitted in Chinese and asked Committee members to contact her if they knew of any Chinese-readers who did not apply for funding that they thought would be qualified and impartial reviewers.
- Ms. Jarrett also shared that she had met with a leadership group in Alameda County to share San Francisco's successes and challenges with the new Citywide Implementation Plan and the ELS funding process. Alameda County does not currently use any local dollars to fund ECE and they are hoping to learn from OECE as they look to increase investments in early care and education in their county.

IV. Presentation and Reflections on Fall Stakeholder Engagement (see attachment 3)

MIG's Jamillah Jordan presented a summary of the Phase 1 stakeholder engagement that took place in Fall, 2016 prior to the NOFA application process. Stakeholders included CAC members as well as community partners and providers. Outreach methods included CAC meetings, partner input sessions, and an online partner survey. Ms. Jordan highlighted key CAC endorsements and partner input as well as positive feedback OECE received around engagement and recommendations to improve future engagement efforts. Ms. Jordan then asked the CAC to reflect on and discuss the following questions:

- Question #1: What did the CAC learn from this process about how to engage with partners?
 - The simpler the message, the better for our partners.
 - It was very helpful to use existing structures and community meetings to get feedback plus going above and beyond that with other options like surveys. We need to continue be creative about engaging teachers who do not have a lot of free time to attend meetings or even sit in front of the computer.

- In terms of public message, it is difficult to reach parents, especially parents who are not in the ECE field. In the future we need to find ways to engage more with the general population. More outreach to Family Resource Centers may be a good way to reach more parents.
 - It is tough trying to be able to provide as much info as possible while balancing conflicts of interest. Specifics are important and general questions can sometimes lead to misunderstanding in agreements later on.
 - It would be beneficial to use a hybrid approach of print and online for future surveys. More teachers in general, but especially monolingual teachers, would likely have participated if there was a print option. Some people still have challenges with computers.
 - We could have done a better job with outreach to and engagement of students in pathways programs.
- Question #2: What did the CAC learn about OECE as an organization from phase 1 engagement with partners?
 - The office hit the ground running when push came to shove and the staff needs to be acknowledged for their amazing work. The office's transparency throughout the process was also greatly appreciated. Sometimes the office was unable to provide certain information due to structural changes or conflicts of interest but when they had information or data that they could share, there was a willingness to be transparent.
 - It was nice to see the quality of materials that were produced and shared. This is already starting to create brand recognition where the idea of OECE and what the office does is taking hold.
 - The process prior to the NOFA was transparent and interactive, but once we got to the process of actually completing the NOFA there was a big cultural shift in transparency and engagement. While we understand there were legal and contractual reasons behind some of this shift, it would be a good idea to hold post-NOFA feedback sessions where providers and stakeholders can give their feedback about going through the NOFA process. A lot of the interactions around the NOFA felt like OECE talked and providers listened so post-NOFA sessions could help to restore some of the balance to the conversation that was present during pre-NOFA engagement.
 - OECE Response: OECE acknowledges and understands that this cultural shift around the NOFA was difficult. It was a difficult shift for The Office to make as well. Because our contracts are

managed by HSA back-office support, we are required to work within the parameters of their formal contracting processes. While many of these parameters are designed to make sure contracting decisions are fair and no one receives preferential treatment, we understand it is not ideal from a provider perspective. OECE has committed to conducting post-NOFA feedback sessions and we plan to honor that commitment.

- It is impressive how OECE was able to develop a clear vision out of all the varying and often conflicting feedback and then execute in such a short amount of time.
- The NOFA process was especially stressful for monolingual Spanish and Chinese speakers and the office needs to be prepared to respond to questions and review applications in other languages.
 - OECE Response: OECE and HSA back office support definitely could have done a better job preparing HSA staff and lining up language-specific volunteer reviewers to respond.
- Providing some kind of training for R&R staff would have been helpful. R&R's did their best to provide technical assistance in response to a clear need, but it was challenging as R&R staff were learning along with the applicants.
 - OECE Response: OECE is very grateful to our partners, the community, and peer networks, for convening help sessions for providers. These agencies were able to help a significant number of applicants but hopefully there will be a much better way to conduct this process in the future. There are limitations inherent in having to meet the requirements for HSA contracting including their boilerplate language, etc., which is challenging for diverse small businesses providing early care and education. This presents a good opportunity to consider how to handle this process in a different way that still meets the goals of stewardship, including an open and fair competition.
- OECE staff reflected that the organization they inherited and the work that has been done previously is much more responsive to the ECE Center sector than FCC's. Unfortunately, The Office doesn't have the connections or institutional knowledge with FCC's that they do with Centers, and therefore rely much more heavily on R&R's and other partners to respond to them. Better leveraging those relationships and figuring out how to better understand, resource and support FCC partners is a top priority.

- Question: Aside from the CAC’s specific endorsements, how did the input given help shape the new system? It was very clear that input was being heard but sometimes less clear how exactly input influenced decisions. I’m curious to hear OECE’s reflections on the key pieces of input that inspired changes.
 - OECE Response: OECE will think about putting together some materials on this question but for now we can highlight a few of the key changes made in direct response to the community:
 - Keeping Preschool For All (PFA) intact was in direct response to input from the community that we should not change something that has worked well.
 - Prioritizing continuity of care all the way through to kindergarten
 - Which age groups and populations should be prioritized
 - Addition from CAC member: Separating the Early Headstart / Headstart NOFA process was also in direct response to early feedback from providers.
- Public Comment
 - The NOFA process was very difficult - but it’s also difficult to change systems and there was a balance between those two that many people understood.
 - One of the most important concerns, which has been discussed in CPAC meetings among other venues, is how to improve teacher’s wages. Now that the CWAGES program is being absorbed into the new system, where does the “ask” to specifically focus on this issue fit politically and in terms of short- or long-term goals? That’s an important priority to consider and discuss further.
- Ms. Jordan concluded by thanking the CAC members for their invaluable feedback and guidance. OECE will continue to listen to stakeholders and incorporate the recommendations and lessons learned to ensure they’re doing the most inclusive engagement possible. Broadening family and parent engagement in future planning will be key, and they will continue to seek better methods for doing so. Ms. Jordan also expressed her appreciation to the entire Office and CAC for their impressive amount of work done in a short time, and the real commitment demonstrated by how well they took in and implemented feedback.

V. Presentation and Discussion of OECE 2017-2018 Budget Proposal (See attachment 4

- Ms. Jarrett reviewed the overall timeline of the budget process with HSA, the Mayor’s Office, and the Board of Supervisors. The budget she presented is a proposed draft which is not final but rather, will go to the Mayor’s and Controller’s offices for analysis and possible revision. On June 1, the Mayor and Controller will release the budget publicly at which point the Board of Supervisors has the opportunity to review, comment, and adjust.
- Highlights from the 2017-18 Proposed Draft Budget Presentation
 - OECE’s total budget proposal for FY17-18 is roughly \$109 million. This is approximately \$5 million in growth from the previous fiscal year.
 - The single biggest source of funding is OECE-PEEF which comes from the renewal of Prop C that is earmarked for ECE For All in the Public Education and Enrichment Fund. This includes significant growth: \$800,000 in new money and programming of \$2.5 million that was previously kept in contingency. OECE’s philosophy is that dollars not spent are opportunities lost for young children which is why we are being fairly aggressive in spending PEEF funds.
 - It is important to note that both the FY16-17 and FY17-18 budgets include prior one-time money, that is, money that has not been passed out of PEEF in past years. In the FY17-18 budget that accounts for \$8.5 million. Again, we feel that money sitting unspent amounts to lost opportunities for young children so we are being aggressive with programming but it is important to remember that this money is finite.
 - On the programming side, direct services to children along with provider payments is almost 80million dollars of the budget and makes up, by far, the largest programmatic allocation.
 - It is important to note that while the graphics show a large reduction in the “Early Childhood Workforce” category, that does not reflect an actual reduction in the money allocated to workforce supports. Instead, that money is now being factored in to the Early Learning Scholarship payments, the largest single component of which is personnel, so this now shows up as an increase in the “subsidies” category. This reflects our goal, as laid out in the Citywide Plan, that we can streamline funding by providing a higher reimbursement rate inclusive of the cost of fairly compensating the ECE workforce.
- Questions and Comments
 - Is the growth in the budget a factor of the economy?
 - OECE Response: A big factor of growth is the strong organization and advocacy around wage increases for the sector. New money is being leveraged to help provider partners meet wage requirements for their staffs. Also, as mentioned previously, much of the growth is a carry-over of previously allocated but unspent funds.

- What is the breakdown of the 18 million programmed for capacity building? What specific programs does that include?
 - OECE Response: OECE can work on developing a pie-chart or other graphic to further expand on the breakdown of programs included in the \$18 million allocated for capacity building. In the meantime, some of the key components included are First 5 Training and Technical Assistance, Mental Health Consultation Initiative, FCCQN, mildly ill sick-care, and Drop-in Childcare Services at HSA's employment and training offices
- To what extent was OECE involved in input and decisions for allocation of ECE money in DCYF's budget?
 - OECE response: DCYF is a highly valued partner and has been hugely supportive of our Citywide Plan for Early Care and Education. OECE leadership participated in partner input sessions for DCYF's allocation plan as much as possible. ==Our role is to champion the needs and impact of the ECE field in collaboration with our city partners.
- The Early Learning Scholarship calls for a lot of technological updates. Where is the money for this new tech reflected in the budget?
 - OECE response: There is some ongoing data/evaluation tech support built in to our budget. However, roughly \$700,000 has also been set aside for investments in new technology that is not reflected in the budget but has been earmarked from prior year savings.

VI. Other Business

- A CAC member expressed concern regarding the definitions of Target Populations in the Early Learning Scholarship NOFA. While the CAC discussed target populations extensively throughout the planning process, the member felt that the added low-income modifier for Latino/a, African American and English Learners does not reflect the reality of the achievement gap which shows that these populations are underachieving their counterparts regardless of income. She did not understand how the decision was made to add the low-income modifier to these three target populations but not the Special Needs population and strongly felt that all of the target populations should have been modified low-income or none of them should have. The member was also frustrated that due to the cultural shift around the NOFA application process, there was not a lot of room to express this concern once the applications were out.
- Due to time constraints, OECE and other members of the CAC did not have an opportunity to respond and discuss. The CAC agreed to further discuss this important concern at the next meeting.

- An announcement was made about a talk being given by Wendy Lee at SF State on the same afternoon as the next scheduled CAC meeting (5/18/17).
 - Members of the CAC voted to hold the 5/18/17 CAC meeting at SF State so that those who wanted to could attend the talk.

VII. Closing

The next CAC meeting will take on May 18, 4:00pm-6:00pm at San Francisco State University, 1600 Holloway Ave., HSS 371.

ATTACHMENT 1



Edwin M .Lee
Mayor



September Jarrett
Director

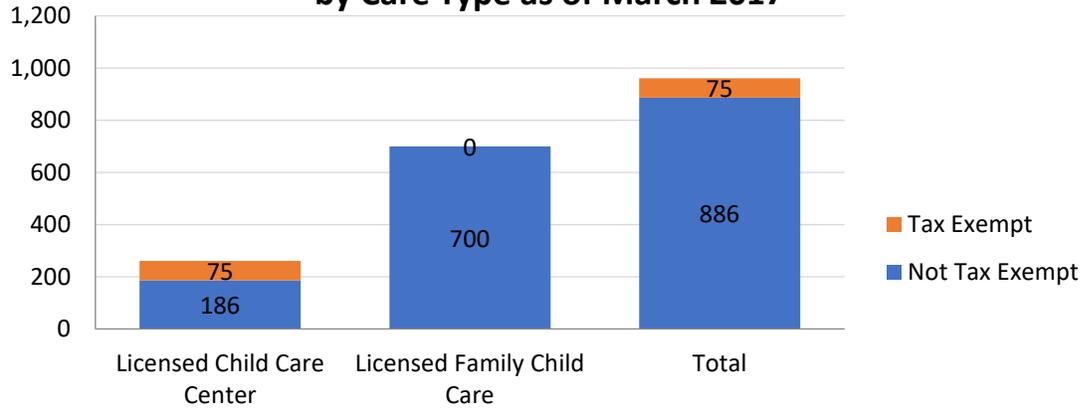
In response to an OECE Citizen's Advisory Committee inquiry regarding non-profit child care providers in the city, below is a summary based on active providers as of March 14, 2017.

Total Licensed Child Care Providers that are Tax-Exempt by Care Type as of March 2017				
Care Type	Not Tax Exempt	Tax Exempt	Total	% Tax Exempt <i>(proxy for non-profit)</i>
Licensed Child Care Center	186	75	261	29%
Licensed Family Child Care	700	0	700	0.0%
Total	886	75	961	8%

Note: Excludes license-exempt centers

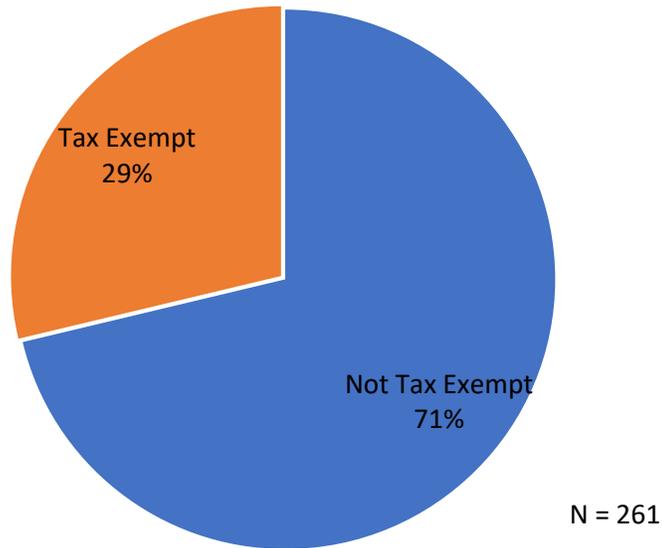
Source: Children's Council R&R Data as of March 14, 2017

Total Licensed Child Care Providers that are Tax-Exempt by Care Type as of March 2017



Source: Children's Council R&R Data as of March 14, 2017

Percent of Licensed Child Care Centers that are Tax-Exempt as of March 2017



Source: Children's Council R&R Data as of March 14, 2017

ATTACHMENT 2



Edwin M .Lee
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Committee Members

Sandee Blechman
Kim Garcia-Meza
Kathie Herrera-Autumn
Meredith Osborn



September Jarrett
Director

To: OECE Citizen’s Advisory Committee Members
From: September Jarrett, Director
Date: March 16, 2017
Re: Director’s Report

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

I. OECE Organizational Development

We have a milestone retirement to acknowledge, and three wonderful additions to staff.

- **Michele Rutherford, Deputy Director of OECE, Retired February 24**
Following 32 years of exceptional service with the City of San Francisco, Michele Rutherford retired at the end of February. Michele has been instrumental to the ECE work of the City. A retirement party is currently scheduled for April 13. More information to follow soon.
- **Tiffany Torrevillas, New Manager of Data and Evaluation**
Tiffany Torrevillas joined as OECE’s new Manager of Data and Evaluation on February 27. As an analyst in the Policy and Planning Unit of the Human Services Agency, Tiffany has supported analysis of child care and early learning issues for several years and brings deep analytic skills and a passion for our mission to OECE. <https://www.linkedin.com/in/tiffany-torrevillas-8aa19119/>

- **Ashley Williams, New Senior Analyst for Workforce and Quality**
Ashley Williams joined OECE on March 13. Most recently Ashley served as Associate Director of EdvanceSF at San Francisco State University where she supported students and taught child development courses, including early practicum. Ashley has served as a teacher and center director and brings professional experience and personal passion to OECE's efforts to empower and compensate the workforce, and improve program quality.
<https://www.linkedin.com/in/ashley-williams-26972462/>
- **Anne Morrison, New Analyst for Data and Evaluation**
Anne Morrison, currently Director of SF3C, will join OECE's data and evaluation team on March 27. Anne is a wonderful new addition with policy and analytical experience, and commitment to OECE's mission. <https://www.linkedin.com/in/anneemorrison/>

We continue to work through the civil service hiring processes for several other open positions and hope to make selections this month.

II. Policy Updates

- **Federal Policy** – The landscape continues to be changing at the federal level, and we are seeking to understand the direct and indirect impacts on children and their families as well as early care and education.
- **State Budget** - The City and OECE continue to advocate for re-instatement of the reimbursement rate increases approved last year, as well as other improvements.
- **SF Subsidy Pilot Wins Great New Policies for Families**: Building on advocacy and collaboration with partners in the region, the California Department of Education (CDE) approved policy changes for child care subsidies that will make a big difference in achieving our 0 – 5 continuity of care goals for children, families and providers. Some of the key provisions approved include:
 - Entrance and exit to the child care subsidy systems at 85% of State Median Income (instead of 70% of state median income)
 - 24 month child care eligibility
 - 12 month eligibility for need based on job search
- **Local Budget** – OECE prepared and submitted our draft budget on February 21, which we look forward to discussing with you in our March meeting. Conversations about the draft budget will

soon commence with the Mayor's Office. OECE is scheduled to present to the Board of Supervisors Budget and Finance Committee meeting on April 20, along with Department of Children, Youth & Their Families, First 5 SF, Mayor's Office of Housing and Economic Development, Mayor's Office of Workforce Development, and City Planning. In addition, the Human Services Agency budget (including OECE) is scheduled for a first hearing at the Board of Supervisors on June 19, and second hearing on June 22.

III. 0 – 5 System Improvement Process

OECE continues to focus on implementation of the San Francisco Citywide Plan for Early Childhood and several solicitations for early childhood funding.

- [Summary of Stakeholder Engagement: Phase One of Implementing Citywide Plan for Early Care and Education](#) *This document summarizes OECE's learning from its efforts to gather input from a variety of stakeholders to inform the first phase of implementing strategies from the Citywide Plan for ECE.*
- [Understanding and Improving the Child Care Experience for Families](#) was completed in February. *This research report summarizes findings from in-person interviews with 28 low-income parents/guardians of children under the age of 3 in San Francisco about their child care experiences.* We want to thank our partners at Children's Council of San Francisco and Wu Yee Children's Services for supporting our effort to get direct, family focused information for planning, as well as to thank HSA's Innovations Office for leading the project.
- ***OECE's focus has now shifted to internal efforts as we work to review responses to recent funding applications.*** We received more than 320 responses to our Notice of Funding Availability to quality licensed child care centers and family child care homes for funding. The OECE staff and some bilingual partners screened all applications for minimum qualifications and distributed them to panelists for review in two busy days. We are grateful for the 75+volunteers who are currently reviewing and scoring applications over the next few weeks. We are hoping to issue funding letters by mid April.
- OECE's application to be included in the Mayor's Office of Civic Innovation's Start Up In Residence program was accepted. The program matches start-up companies interested in providing pro-bono technology consulting with government agencies facing challenges that can be addressed through technology. Within the next few months, OECE will find out if any start-ups are interested in working with us on designing the next version of our centralized eligibility/waiting list, also known as SF3C.

We appreciate your advice as we continue to implement our mission, work on 0 – 5 system implementation, and develop budget priorities for 2017 – 2018.

ATTACHMENT 3



OECE Citizens Advisory Committee (CAC) Meeting

March 16, 2017

Road Map for Today



Meeting Objectives:

- Share recommendations from Phase 1 stakeholder engagement summary
- Reflect on lessons learned and best practices from Phase 1 stakeholder engagement
- Discuss how to apply learnings to future engagement efforts

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Overview of Timeline



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Overview of Phase 1 Partner Outreach

- **Citizen's Advisory Committee (CAC) Meetings**
- **Partner Input Sessions**
 - Engaged providers of all types and parents' groups to ensure that diverse viewpoints and experiences were represented
- **Online Partner Survey**
 - Translated into Spanish and Chinese



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CAC Endorsements

The CAC meetings led to unanimous endorsements including:

- Bring all payments up to Tier 3 cost of quality as a year one priority.
- Provide an annual quality incentive for all low-income enrolled children in programs achieving Tier 4 QRIS based on the State QRIS Block Grant, and pay 10% more for all programs achieving at Tier 5.



- Build family fees into the model up to 110% of Area Median Income.

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CAC Endorsements

The CAC meetings led to unanimous endorsements including:

- Expand access to **low-income infants and toddlers from target populations** to the extent budget resources allow.
- Provide **continuity of care** through kindergarten for enrolled children from target populations.
- Explore a **differential rate** for target populations receiving ELS funding, subject to fund availability



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Partner Input Sessions

- ECE Providers
- Child Care Planning & Advisory Council
- Citizen's Advisory Committee of OECE
- Family Child Care Association Conference
- Family Child Care Association of San Francisco Board
- Family Child Care Quality Network
- Preschool for All (PFA) Roundtables
- Parent Voices Meeting
- Quality Partners/SFQRIS
- San Francisco Child Care Providers Association



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Positive Feedback on Strategies

- Strategies are thoughtfully conceived and **driven by partner input**
- Effective in **addressing the highest priority needs** for the ECE field in San Francisco.
- Partners are **supportive** of improving and streamlining the system
- Appreciative that OECE invited their input **early in the process**
- Background information and materials clearly explained the process
- **Transparency** in how OECE arrived at the proposed strategies



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Engagement Recommendations



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San Francisco Office of Early Care and Education

Summary of Stakeholder Input for Phase One Implementation of Citywide Plan for ECE

February 2018



Positive Aspects of Partner Outreach

- Iterative process to build on the partner feedback
- Provided **early input** opportunities
- Successful at **leveraging existing ECE community meetings** (e.g., CPAC, Parent Voices)
- Survey **supplemented feedback** received at CAC meetings and partner input sessions
 - Convenient for stakeholders
- Engaging the **support of MIG** to facilitate sessions and document input



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Strategies to Improve Future Engagement Efforts

- Maintain **transparency**.
 - Keep the communication channels open and continue to attend meetings of parents and providers.
- Ensure that **all stakeholders are at the table** where decisions are made, including ECE teachers who are directly impacted.
- Tap into all perspectives and make sure there is **grassroots buy-in** before rolling out a new system.
- Support informed feedback by **clearly delineating the strategies** and describing how they will be funded, implemented and sequenced.



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Strategies to Improve Future Engagement Efforts

- **Simplify messaging** so the information is fully accessible to a wide range of families, providers and other partners.
- Make the system less daunting and more open to LEP ECE workers.
- Do not expect **absolute consensus** on all details.
 - Too much variety in programs and families who use subsidized ECE services.
- Challenges associated with early partner engagement.
 - **Raising expectations and dealing with partner dissatisfaction** as the strategies evolved during the process.

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Reflections & Lessons Learned



Discussion Questions

Question #1:

What did we learn about how to engage with our partners?



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Discussion Questions

Question #2:

What did we learn about OECE as an organization from engaging with our partners?



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Next Steps

- Incorporate recommendations and lessons learned
- Continue seeking methods to broaden family and parent engagement in future planning



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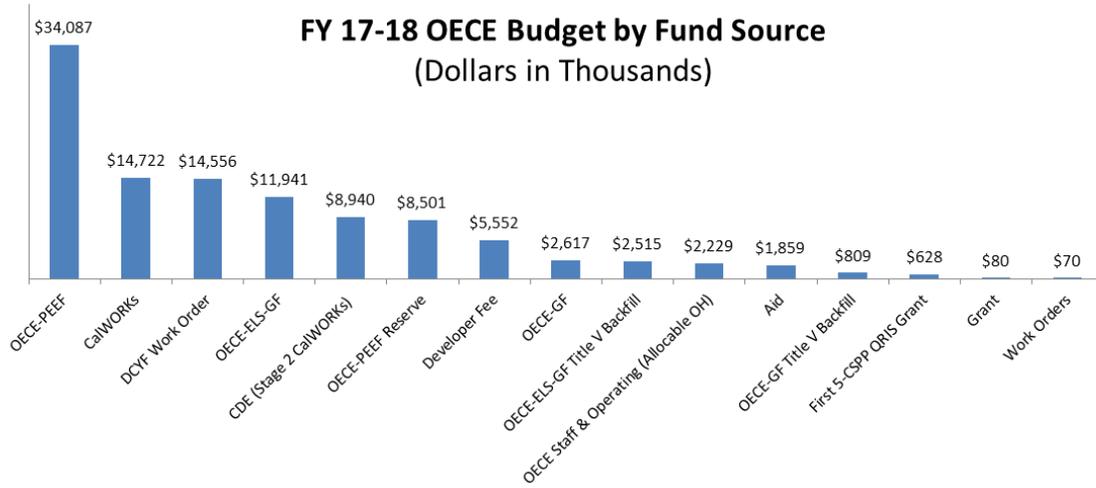


OECE Citizens Advisory Committee (CAC) Meeting

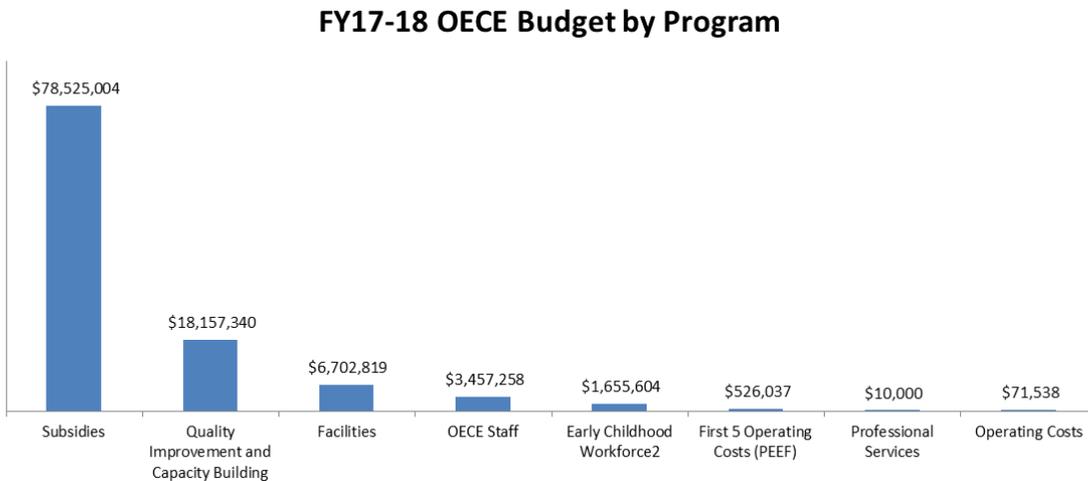
March 16, 2017

ATTACHMENT 4

17-18 BUDGET: Aprox. 109,106,000



17-18 BUDGET: Aprox. 109,106,000



BUDGET COMPARISON: 17-18 AND 16-17

OECE Budget by Program Type (FY17-18 and FY16-17)
(Dollars in Thousands)

