



## MEMORANDUM

**October 24, 2018**

**TO:** OECE Prop C Community Engagement and Strategic Planning Team

**FR:** MIG, Inc.

**RE:** Summary of October 31, 2018 OECE Citizens Advisory Committee (CAC) Meeting (Special Convening for Prop C Discussion)

**In attendance:**

CAC: Sandee Blechman  
Fonda Davidson  
Meredith Osborn  
Yohana Quiroz  
Lygia Stebbing  
Jerry Yang  
Meenoo Yashar

CAC Members Absent: Pat Sullivan, Candace Wong

OECE: September Jarrett, Denise Corvino, Maya Castleman, Shahde Tavakoli

MIG, Inc.: Jamillah Jordan, Maria Mayer

On Monday, October 22, 2018, the San Francisco Office of Early Care and Education (OECE or the Office) hosted a meeting of the OECE Citizens Advisory Committee (CAC). This meeting was convened in addition to the regularly scheduled bimonthly CAC meetings to further discuss the implementation of the Proposition C (Prop C) strategic planning and community engagement process. All meeting materials are available in Appendix A.

### **I. Welcome and Agenda Review**

Yohana Quiroz, Committee Chair, welcomed CAC members, OECE and consultant staff, and members of the public and reviewed the agenda. She explained that the focus of the meeting was to further discuss the Proposed Approach and Design for Developing the Five-Year Prop C Spending Plan ("Plan-to-Plan" Report or Report), including conducting a pilot test of a proposed public engagement activity.

The minutes of September 20, 2018 were approved without further amendment.

## II. Director's Update

September Jarrett, Executive Director, OECE, provided an update on matters relevant to OECE and the Prop C planning process, as follows:

- Yohana Quiroz is one of two finalists for Student Board Member on the National Association for the Education of Young Children (NAEYC) Governing Board.
- September is resigning her position as OECE Executive Director. Her last day will be November 8, 2018. She will join the staff of the Heising-Simons Foundation in Los Altos, California. She expressed her gratitude for the CAC's support and promised her continued support to OECE in leveraging the unique opportunity currently available to enhance and expand early care and education in San Francisco. September also described how OECE staff will continue to support the Prop C planning process, CAC meetings, and other ongoing efforts.
  - The Department of Human Resources, with consultant assistance, will conduct a nationwide search for a new Executive Director. Deputy Director Denise Corvino will be Acting Director in the interim.
  - Sandra Naughton, Principal Administrative Analyst, will return to a management role as Director of Budget and Impact.
- Early Learning SF, the City's new eligibility system for early care and education assistance and referrals, will be launched on October 29, 2018.
- The second Annual Preschool Fair will be held on November 7, 2018 at City Hall from 6:00 to 8:00 p.m.

## III. Proposition C Engagement Planning

### ***“Plan to Plan” Presentation***

September moved on to introduce the discussion of Prop C public engagement planning. She thanked CAC members for their constructive feedback during the September 20, 2018 meeting regarding plans for the public engagement process, and noted that substantial revisions have been made in response to CAC input. She initiated a PowerPoint presentation, which is included in Appendix A, “Meeting Materials.”

### ***Context Setting***

September briefly set the context for the discussion by reiterating the history of the Prop C victory and goals, the potential new revenue represented, the pending lawsuit, the objectives of the public engagement and strategic implementation planning process, and development of the five-year spending plan for Prop C revenues. The City Controller has stated that the City is moving forward with creating, assessing and collecting Prop C taxes, which will be held in a separate account until the legal situation is resolved.

September also provided an updated timeline for completion of the “Plan to Plan” Report. The firm deadline for submission to the Board of Supervisors is November 5th.

OECE's intent is to complete the report by October 31st to allow flexibility for further refinements.

CAC members provided the following questions and comments regarding the timeline:

- Can OECE provide an estimate of timing for the release of Prop C funds?
  - **OECE response:** It is difficult to predict with any certainty as the lawsuit could take several years to fully resolve.
  - CAC members noted that, assuming the City prevails in the lawsuit, at least one year of collection will have taken place by that time. This will create a reserve to help cover the potential impacts of fluctuating revenues and economic uncertainty.

### **Public Engagement Process**

September introduced Jamillah Jordan, MIG Inc., to continue the presentation and provide further detail on the public engagement process. Jamillah, in turn, introduced her colleagues and MIG's role in supporting and facilitating the Prop C planning process. She expressed thanks and sincere appreciation for the CAC's great work and continued strong collaboration with Office staff. She reiterated that OECE is eager to hear the CAC's input, and that the project team has done their best to respond to the CAC feedback in making revisions to the Plan-to-Plan report.

### **Key Audiences and Essential Questions**

Jamillah began by showing a preliminary, high-level list of key audiences, demonstrating the broad range of stakeholders who will be impacted by Prop C spending plans. Key audiences identified include:

- San Francisco parents and families
- Educators working with young children
- ECE stakeholders including the OECE CAC and Child Care Planning and Advisory Council (CPAC), agencies, providers, parent advisory committees, educational institutions, professional associations, and professionals working in current programs, among many others
- The City's elected officials

The CAC will serve as the central hub of this process, and numerous touchpoints are included for members to share their feedback.

### **Proposed Engagement Activities and Tools**

Jamillah went on to summarize proposed engagement activities and tools. These suggestions were initially developed in accordance with specifications made in the Mayor's charge, and further refined in response to CAC feedback.

- A variety of communications strategies designed to engage a diverse spectrum of stakeholders and the public, as well as being micro-targeted where needed. These include:
  - A regularly published newsletter, to be written in simple, jargon-free language and easily comprehended by all.

- A Prop C-specific webpage on [www.sfoece.org](http://www.sfoece.org). The webpage is already up, and will continue to be augmented throughout the process
- Social media
- Direct communications
- Both broad and more specifically targeted public engagement methods include:
  - An online “participatory budgeting” questionnaire which allows participants to prioritize options for spending the initial Prop C revenues.
  - Two town hall meetings which are currently being scheduled (in early December and in April 2019).
  - Development of a toolkit to support project team members, staff, partner agencies and other organizations in educating and soliciting input from parents, educators and others who are too busy to attend meetings.
  - A variety of targeted focus groups or “Strategic Input Sessions,” to solicit detailed input from specific audiences. These are intended to be iterative and reflective of the larger ongoing process. The project team will return to these groups with deliverables to demonstrate how input has been incorporated and further refine them.
  - Two ad hoc committees convened by the CPAC: Compensation and Access/Expansion.

OECE will seek both to learn from and build on what is already working, and to innovate where new approaches are called for. The process will be bolstered and informed by ongoing research. MIG will be assisted by ECE financing expert Jenna Capito, who will refine and update OECE's existing rates and develop cost projections for various scenarios.

### **Timeline**

Jamillah presented an infographic showing the proposed planning timeline. The CAC meetings will run throughout the process, serving as a crucial touchpoint to tie all the strands of outreach and research together. The work of the Ad Hoc Committees will support and feed into the CAC process. Public engagement will take place in two rounds. The first round, to be initiated beginning in early November, will focus on broader public engagement strategies as well as ELS-specific focus groups and utilizing the toolkit to reach more targeted audiences. The second round, to take place in Spring 2019, will include more strategic input meetings as well as broader outreach to solicit feedback on draft deliverables including the spending plan, proposed programs, funding allocations and metrics report. The Prop C Spending Plan will be submitted to the Board of Supervisors for approval in June 2019 following final revisions and approval by the CAC.

### **CAC Discussion on Public Engagement Process**

CAC members provided their comments on the various elements of the public engagement plan, summarized below.

### **Key Questions**

- The first two questions are very open-ended. It's important to clarify whether they can best be asked broadly or in a more focused manner. This process is not starting

from scratch, but building on a strong foundation of the Citywide Plan and new ELS system, as well as substantial existing knowledge. It's neither possible nor practical to tackle every issue at once, so establishing priorities for the first five-year plan is key,

- Consider what has been learned from current data, what the trends are and how to build on them and move forward.
- Clearly acknowledge the basis that the current process is building upon. It's very good that the ad hoc process has begun with a firm grounding in current data, since a great deal is already known about current conditions. It's important to start with sharing what is already known, and use it to help determine what still must be learned and the best questions to pose.
  - OECE staff reminded CAC members that these questions are high-level, overarching questions, to be informed and answered by inputs from the entire process. They're not direct engagement questions; those will be considerably more specific.

### **Public Engagement Process**

- The CAC appreciated how their input had been incorporated into revising the plan.
- It's crucial to consider the best timing for each element of public engagement.
  - It makes sense to do initial engagement of public early on, in November, then circle back for another conversation nearer the end of the process.
  - The Ad Hoc committees will be ongoing workgroups with consistent participation. Part of their job is to invite public input, so it's crucial to coordinate bringing in other stakeholders at optimal times.
- Note that anecdotal evidence is needed in addition to data, as the data alone doesn't explain all the issues in specific areas of the city (e.g., Potrero Hill). It's important to determine how to best use anecdotal understanding to inform the process and spending plan.
- It's necessary to consider the spending plan in the context of human ecology. What other entities will impact the success of the plan—safety and access, streets, health, transportation, housing, language, etc.?
- Ensure that specific disenfranchised groups (such as public housing areas) are microtargeted by being included in focus groups or addressed via toolkit outreach. Add cultural specifics to the language.
- It's essential to clarify for the public that quality standards are the backbone of this system, how QRIS works and how it factors into the spending plan.
  - Determining how QRIS standards will factor into spending plans will be a challenge requiring much discussion, particularly in the access and expansion Ad Hoc work group, which encompasses quality. How can these standards be right-sized and aligned with local funding?
- Improving access entails improving capacity. Considerations regarding expanded ECE capacity include:
  - Learning what barriers kept providers from participating in the first round of ELS. What supports do they need and how can those be budgeted so these providers can participate and contribute to increased access?

- Increasing access for infants and toddlers is another crucial goal. This category includes many special needs children, so consideration must be given to how to incentivize more providers to care for these infants and toddlers.
  - Note that legislation has passed, effective in two to three years, to broaden licensing through 8 years of age, which will help increase capacity and access.
- It's crucial to reflect on the progress, success and limitations of the ELS program thus far, about a year and half in to implementation.
- The toolkit is great. Anything that will allow a wide variety of agencies and organizations, public and private, to help gather information from their constituents is extremely useful.
- The Plan must clearly state the importance of, and include strategies for, reaching those who are not currently involved in any City-funded programs (including moderate-income families).
  - Talk to private-pay providers about how to incentivize or leverage funding models to provide opportunities to a more diverse population of children (and ideally, encourage a more diverse mix within classrooms, which benefits children). Expand the "pie" rather than trying to divide it up in a different way.

### ***Engagement Activity Pilot***

CAC members were asked to test and provide feedback on a proposed activity for soliciting stakeholder knowledge and experience to help shape and set priorities for the first five years of Prop C spending. Since the expected revenue will be insufficient to tackle all issues, it will be necessary to balance practicality and visionary thought to arrive at spending priorities that are responsive to stakeholders' needs.

The pilot activity provides each participant with \$200 "ECE Bucks" to distribute as desired among the four key priorities stated in the legislation, plus space to identify and rank other priorities. One display board provides brief context-setting descriptions of each priority; a second board simply lists each with attached envelopes for distribution of the ECE Bucks. The four priorities are listed as follows:

- Subsidies for low-income families
- Financial assistance to middle-income families
- Increase pay for ECE professionals
- Increase other services for children birth to age 5

CAC members asked if the "increase compensation" category includes professional development to help prepare and support professionals in providing greater quality. The Office responded that it could, but the category is intended to be primarily focused on pay and benefits. They suggested that if anyone feels that teacher preparation and pathways are specifically important, they should use the "other" category to specify this as a priority.

CAC members had the following responses and questions regarding the activity:

- Their overall response to the activity was extremely positive. They liked the experiential aspect of it, how it provided a feeling of instant gratification. Having money in hand makes one feel that one has a say in what happens—this will be particularly powerful with the public.
- The CAC voted overwhelmingly for compensation as top priority, with results as follows:

Priority	ECE Bucks Received
Subsidies for low income families	10
Financial assistance to middle-income families	19
Increase pay for ECE professionals	43
Increase other services for children birth to age 5	0
Other	8

- CAC members agree that increased compensation for professionals is critical and feeds into everything else.
  - Other services are a less urgent priority at present because San Francisco already has a strong wraparound support system in place.
- It's important to provide information and context to the public so they can give informed feedback.
  - The activity could be accompanied by a factsheet.
  - At minimum, add income guidelines to clarify what is meant by "middle-income," as well as specifying local subsidies for low-income kids.
  - Give participants some context in terms of estimated costs. These needn't be definitive, but enough to help them feel that their choices are less arbitrary.
  - Explain how QRIS works and how it fits in.
- Make the amount that each participant has to spend \$120 rather than \$200. This is more congruent with the estimated Prop C revenue of \$121 million.
- If time allows, this activity should be used for Ad Hoc committees and other stakeholder meetings.

#### IV. Public Comment

Yohana opened the floor for public comment on the discussion. One public comment was provided, as follows:

- I am a member of the Ad Hoc Committee discussing workforce compensation. The group's first meeting was good and enabled us to get grounded in the available data. I am optimistic that the work is moving forward positively.

#### V. Summary and Next Steps

Yohana concluded the meeting by thanking everyone for their participation. The following next steps were identified:

- OECE:

- Will send out a Doodle poll with potential dates for the November-December CAC meeting, which requires rescheduling from the original date of November 8, 2018.
- Will further revise Plan-to-Plan report as informed by CAC input. The aim is to complete the draft by October 31st at the latest; the hard deadline for submission to the Mayor's Office and Board of Supervisors is November 5.
- CAC:
  - Will provide any further feedback on the Plan-to-Plan report and the public engagement process, including the ECE Bucks activity, by the end of the week.
- MIG:
  - Will provide a summary of tonight's meeting.

The next CAC meeting will be rescheduled in November or early December.