



London Breed
Mayor

Committee Members

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



Denise Corvino
Acting Director

OECE Citizens Advisory Committee
Thursday, March 21, 2019
4:00 - 6:00 pm
1650 Mission Street, Suite 312
Meeting Minutes

Members Present: Sandee Blechman; Fonda Davidson; Lygia Stebbing; Pat Sullivan; Meenoo Yashar;

Members Absent: Meredith Osborn; Candace Wong; Yohana Quiroz; Jerry Yang;

OECE Staff Members Present: Denise Corvino; Graham Dobson; Licette Montejano; Tony Tyson; Marissa Mota

Members of the Public Present: Sara Hicks-Kilday, San Francisco Child Care Providers Association

- I. **Call to Order and Agenda Review**
 - a. Because CAC Chair Yohana Quiroz and Vice Chair Jerry Yang were both absent, Director Corvino called the meeting to order and reviewed the agenda.

- II. **Minutes of January 17, 2019 CAC Meeting**
 - a. Motion to approve. Minutes approved.

- III. **Director's Report** (*See attachment 1*)
 - a. **Director Corvino highlighted several updates in her director's report:**
 - i. OECE submitted its FY19-20 budget to the Mayor's Office and continues to work with the Mayor's Budget Office on how to incorporate ERAF funds into our existing proposal.
 - ii. Director Corvino and several other OECE staff, attended the SFSU EdVance Equity and Leadership summit and hope to build on the success of that event and further lift up equity conversations in our system.
 - iii. OECE continues to work with MCT to refine and improve Early Learning SF based on feedback from ISAs, providers, and parents. We will also be reconvening the ELSF advisory committee to gain more insights into successes and challenges with the system.
 1. A CAC member commented that her staff is deeply concerned about the efficacy of Early Learning SF and its impact on children and families. She asked what the

process is to make high-level decisions about changes to the system. She is especially concerned given the upcoming peak enrollment season. She asked who on the OECE team is driving the decision-making and wanted to ensure there are management-level staff participating.

- Director Corvino responded that Sandra Naughton, OECE's Budget and Impact Manager is leading the Early Learning SF work. She added that there are meetings in place both with the ISA Executive leadership team, the R&R/Subsidy staff, and the ELSF advisory committee to hear feedback and address concerns.
 - Other CAC members agreed with concerns and hoped that OECE would be able to respond quickly
 - Director Corvino mentioned that perhaps OECE could hold an ELSF feedback/listening session
 - i. A CAC member responded that maybe a steering committee would be useful.
 - ii. Director Corvino responded that the ELSF advisory committee was designed to function as a steering committee of sorts.
 - OECE committed to send CAC the ELSF advisory committee invite list and invite CAC members to participate.
- iv. OECE was approved for \$19.5 million in ERAF funding over the next 2 years.
- v. OECE is actively working on how to expand the ELS network. We are hoping to start by adding 50 more FCCs and have not yet determined exactly how many more centers but are working with First 5 on that process.
- vi. Ms. Quiroz asked Jenny Lam to join the CAC to update the group on the Director's search but she was unable to attend. What we know to this point is that they have gone through interviews and we are awaiting a final decision from the Mayor's Office.
- vii. A CAC member asked about how the HOPE SF early education position in the Mayor's Office would interact with OECE.
1. Acting Director Corvino responded that she is aware of and excited about the new HOPE SF position and is planning to meet with HOPE SF's leadership to discuss roles and opportunities for collaboration further. She committed to keeping CAC members updated as the hiring process for the HOPE SF position moves forward.

San Francisco Office of Early Care & Education

IV. Rates Update and Discussion

- a. Director Corvino presented on OECE's current iteration of proposed updates to ELS reimbursements rates. (*See attachment 2*).
- b. In response to the presentation, CAC members expressed deep concerns about implementing a tiered reimbursement structure. Several themes emerged from CAC members' comments and questions:
 - i. **Questions around mandated/suggested salary scales versus underlying assumptions.**
 1. There was some confusion about whether or not programs would be mandated to pay their teachers at the wage scales OECE determined for each tier. CAC members were worried that programs would not realistically be able to achieve OECE's wage scales because reimbursement is tied to enrollment and programs have to pay teachers regardless of how many children are enrolled.
 - OECE clarified: The wage scales illustrated in the presentation represent the *underlying assumptions* used in the cost-revenue model to develop the reimbursement rates. OECE will not - and legally cannot - mandate program staff salaries. The hope is certainly that higher reimbursements rates will enable programs to increase teachers' wages but programs can use the increased reimbursement funding in whatever way they deem best for their specific circumstances.
 2. There were also questions and concerns about tying salary assumptions to tiers. Some CAC members commented that within a tiered reimbursement structure those at a Tier 3 won't be able to afford to hire more qualified teachers and therefore will be stuck at a lower quality rating. They asked if perhaps this model is putting the cart before the horse?
 - OECE response: Whether a program is at Tier 3, 4, or 5, their reimbursement rate will increase. The tiered reimbursement approach is designed to recognize the increased cost for programs to pay teachers at the higher educational levels required to obtain Tier 4 and 5 quality ratings. Additionally, the majority of centers and an increasing majority of FCCs are already at Tier 4 or 5 despite the fact that they have only been receiving reimbursement

rates at a Tier 3 level up to this point. Tiered reimbursement is designed to recognize and incentivize all of those programs in our network that are already paying the higher costs associated with higher quality.

ii. Tying reimbursements to QRIS ratings is problematic because QRIS is problematic

1. CAC members discussed how the ELS model was built on tying reimbursement to the cost of quality. However, several members expressed that at the time the CAC discussed this aspect of the ELS model, the QRIS had been static for quite some time. Since then, there have been drastic changes within QRIS and the State's standards are not yet crystallized. It does not make sense to link reimbursements to a quality system that is currently in flux.
2. The QRIS rating system is slow. CAC members were concerned that programs would get stuck at a lower reimbursement rate simply because the system has not succeeded in rating programs frequently enough.
3. Several CAC members pointed out particularly challenging aspects of the QRIS rating system including the ways in which teacher permits, rather than experience or child outcomes, impact scoring. For example, Tier 5 requires classroom staffing that includes a teacher with a Site Director permit which, in practical terms, shouldn't be necessary for a classroom teacher. There was general agreement that the QRIS in its current state is not a very good indicator of true program or classroom quality.
 - As part of this discussion, several members recommended that OECE and the CAC take a closer look at the current QRIS requirements and determine which pieces of QRIS are most applicable to quality in San Francisco. Perhaps reimbursements could be linked to specific aspects of the QRIS rather than the rating as a whole in order to create a more accurate linkage to true quality.
4. Additionally, CAC members expressed equity concerns related to QRIS. Namely, FCCs did not historically have equal access to DRDP Tech, which prevented them from achieving Tier 5. While FCCs can now access DRDP, it is not

available in Chinese, which makes Tier 5 virtually unattainable for primarily Chinese-speaking FCC owners.

5. OECE Response: OECE staff understood CAC members' concerns regarding QRIS but in many ways felt that issues with QRIS are separate from the decision to implement tiered rates. OECE and its partners can continuously work to improve QRIS while still implementing a tiered reimbursement structure. Additionally OECE staff commented that OECE's Citywide plan specifically commits to linking reimbursements to quality and while QRIS is imperfect, it is the Quality system endorsed by the state and the best current measure of quality we have. While OECE can certainly look at better defining quality or creating San Francisco's version of quality ratings in the future, the office does not want issues with QRIS to create delays in getting higher reimbursements rates out to programs.

iii. The Tier 3 rate is insufficient. Rather than focusing on tiered reimbursements, the office should pool resources to create a much higher single rate.

1. A CAC member commented that there has been significant community feedback that the Tier 3 rate is insufficient because it is based on wage assumptions that are outdated and far too low. She felt that OECE must fully address the deficiencies in the Tier 3 rate by raising the single rate across the board before trying to move to a tiered system.
2. CAC members asked Sara Hicks-Kilday, who was sitting in on the meeting as a member of the public, to weigh in on her understanding of where the ECE community stands on tiered reimbursements given her roles as chair of the Prop C CPAC Ad-hoc Workforce Committee and as the Executive Director of the Early Care Educators of San Francisco. Ms. Kilday commented that in the community she has heard mixed reviews about how well QRIS is working for programs. She argued that we should be creating systems that bring people together rather than separate them by tiers. She also commented that she agreed with the earlier comment about the "cart before the horse" issue with tiered reimbursements. Perhaps funding should be targeted to uplift lower quality programs and OECE should aim to reimburse to the cost of providing Tier 4 quality across the board.

3. A CAC member moved to take a straw poll about whether or not OECE should implement tiers. However, other CAC members did not feel comfortable taking a vote given that only half of the full committee was in attendance.
4. OECE response: OECE has heard the feedback from the community about the insufficiency of the original Tier 3 rate loud and clear. The current tiered approach includes drastic increases in the Tier 3 wage assumptions and then builds from that for tiers 4 and 5. Though OECE hears the concerns about wanting to lift up all programs, we also have to balance that against the practical considerations of getting new funding out the door.

V. Prop C Updates

- a. Time did not allow for a significant conversation around Prop C stakeholder engagement progress but Graham Dobson provided a brief overview of progress to date and pointed CAC members to review the Prop C Engagement Summary handout (*see attachment 3*).
- b. Mr. Dobson also highlighted that a trial date has been set for the Prop C lawsuit in October and there is an initial ruling by a judge in June to determine whether or not the case should go to trial.

VI. ELS Feedback Sessions

- a. Mr. Dobson also provided a brief overview of those with whom we have conducted ELS feedback sessions but again time did not allow for deeper discussion.

VII. Closing

- a. Maya Castleman highlighted the upcoming Prop C CAC retreat.
 - i. A CAC member requested that OECE re-distribute the Citywide plan prior to the retreat and ask all CAC members to review in order to set context for decision-making.
 1. OECE committed to sending the Citywide plan as requested.

Next scheduled meeting: May 1, 2019, 1pm-7pm RETREAT.

For questions or assistance, please contact Maya Castleman
Email: maya.castleman@sfgov.org Phone: (415) 355-3669

****Know Your Rights Under the Sunshine Ordinance: Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102. (415) 554-7724 / fax (415) 554-5163
sotf@sfgov.org**

Attachments:

I. Director's Report

II. Rates Update PowerPoint Presentation

III. Prop C Engagement Summary Handout

DRAFT

Attachment I: Director's Report

To: OECE Citizen's Advisory Committee Members
From: Denise Corvino, Acting Director
Date: March 21, 2018
Re: Director's Report

We've been busy since January on the big winter initiatives—Prop C, Budget, and Rates. Our team continues the work and is moving forward. As we meet and plan with partners I have been keenly aware of (and learning more details about) the interdependencies within our partnerships, contractual relationships, and organizations—how the organizations work with one another, how each decision impacts children, families, workforce, and partner agencies. In an ideal world, we could take a step back, reflect, and plan. As it is, we must do all that while the daily work continues. I am committed to progressing our office's internal organizational development and relationship building with our partners.

Office of Early Care and Education Updates

- **OECE Budget Submission**—OECE submitted a budget proposal to the Mayor's Office through Human Services Agency in February and continues to meet with the Mayor's Budget Office on ERAF and how to incorporate the additional funds into our rates with a focus on compensation.
- **Equity & Leadership Summit**—On Saturday, March 2, 2019 Licette Montejano, Marissa Mota, Graham Dobson, and I participated in the Equity & Leadership Summit presented in partnership with SFSU EDvance, FIRST 5 SF, i3 Institute, FCCA of SF, and SFCCPA (now Early Care Educators of SF). The 2019 ECE Leadership & Equity summit aimed to discuss the need for conversations and work toward equity and highlight inequities using data when applicable and cultivate “critical hope” as we move and work through disparities in difficult political and working climates. In our SF ECE Citywide Plan, we address Racial Equity and Diversity from the child's perspective, but not from the workforce perspective. Our hope is that this summit is the beginning of a deeper discussion on how to make sure our diverse workforce is valued and supported so they can thrive.
- **License Exempt Providers**—Rozy Jhinnu, our Quality and Workforce Analyst has signed up for the Administration for Children and Families community of practice focusing on License-Exempt Providers. This will be a community of professionals responsible for designing or implementing a system for visiting and supporting license-exempt child care providers. Our goal is to collect information and ideas to start considering how to include license-exempt providers in our system.
- **Early Learning SF**— OECE continues to work closely with our developer MCT Technology, Inc. and our Integrated Services Agencies (Children's Council and Wu Yee) and Compass' teams to improve the new Early Learning SF wait list system and the policies and procedures used to support families and ECE programs using Early

San Francisco Office of Early Care & Education

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

(415) 355-3670

Learning SF. OECE has held on-site training for the ISAs and has asked each agency to identify lead staff to receive more training and technical assistance on the system, and to support the other users within their organizations. Each agency has also identified a point person for feedback and ideas on how to improve the system. We are working on improvements to improve the ISA's and Compass' workflow related to outreach to families, as well as refinements to enhance the speed at which families and ECE programs are matched to each other. Our next ELSF Advisory Committee meeting will take place in early April, and will focus on sharing progress and challenges to date, and gathering feedback from users. Human Resources

- Human Resources. We are excited to welcome Marissa Mota, our Willie Brown Fellow on a more full-time basis starting 3/11/19! We had the opportunity to extend Marissa's internship for eight months. During her time here, Marissa has developed a deep interest in policy and will be providing critical administrative support to CPAC as well as assisting Rozy Jhinu in moving forward with several workforce-related projects identified in the PDSAC recommendations.
- Children and Nature. Implementing nature play in early learning environment is one of the vital elements for children's development. In February, OECE partnered with San Francisco Recreation and Park Department and co-hosted a nature play training to local ECE providers. Six agencies participated in this training along with OECE drop-in child care team.



Policy and Program Updates

- ERAF Funding—After much deliberation in the Mayor's office and the Board of Supervisors, there was consensus on amounts and to use rainy day funds to continue funding if legal issues are not resolved. Early Care and Education amounts are as follows: \$19.5 million over two years (\$10 million discretionary, \$5.3 million Children's Baseline, \$4.2 million PEEF).
- ELS Expansion—Our Fiscal Strategies Team and Rozy Jhinu are working with our ISA partners and First 5 SF on ELS family child care and center based expansion. We are working on a process to release an application soon for programs to become qualified to receive ELS vouchers. We will be starting in high need areas to help increase capacity where it is most needed.
- Enrollment Dashboard for January 2019: Attached please find our enrollment dashboard for January 2018. It shows that we have 7,861 children enrolled in OECE-funded or otherwise publicly funded spaces—a slight increase of 150 spaces from December. The increase is driven by increases in: Title 5 (by 64 children), ELS Voucher (44 children), APP/CalWORKS (17 children), and ELS Reserved (5 children). As a point of reference, total enrollments in Jan 2017 was 7,495. For your reference, we have also attached a trend line report, which shows the seasonal drops in enrollment during the summer months.

San Francisco Office of Early Care & Education

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

(415) 355-3670

ELS Rates Update

March 21, 2019
Citizen's Advisory Committee



Making Progress

- Working with MBO on our wage scenarios
- Fine tuning our calculations
- Determining if/how we can start early to incorporate CAC recommendation to reduce underspending for 2018-19.
- Developed Tiers 4 and 5

Summary of Updates

- For both Center and FCC Models
- Adjusted all expenses for inflation
- Updated underlying state funding
- Increased discretionary expenses
- Added transportation stipend
- Increased substitute rate
- Updated wage data

Proposed Updated Wage Data

Category	Childcare Centers		Family Child Care	
	Average Teacher Salaries, Tier 3 to 5	Teacher/Asst Teacher Salaries, Tier 3 to 5	FCC Owner Draw, Tier 3 to 5	Asst Teacher Salaries, Tier 3 to 5
Existing Average Salary	\$36,440	\$32,665	\$67,274	\$29,848
New Salary	\$46,906 to \$61,339	\$35,349 to \$48,109	\$73,314 to 79,979	\$34,320

Implementation Plan

- Working on timeline/plan
 - Refining rates
 - Planning with ISA
 - Communications
 - Policy Decisions
 - Preview Session with Stakeholders

DRAFT

PROP C UPDATE

ECE Bucks:

Preschool Fair
Haas Model Centers
Town Hall #1
DCYF Summer Resource Fair
Pop-Up Resource Fairs
SFSU Equity Summit

Stakeholder Meetings:

Parent Voices
FCCASF
CDE Contractors
CPAC
CAC
FRCs

Survey:

404 English (including 54 respondents identifying as Hispanic/Latinx)
159 Chinese
21 Spanish

Toolkits:

Compass
FACES SF
Good Samaritan
MEDA

Prop C Newsletter

Sent to 403 participants including:
Town Hall attendees and those signed up
Survey takers
First 5
CAC
Parent Voices meeting attendees
CPAC list

ELS Feedback Sessions:

CDE Contractors – November 8
ELS Centers – January 8
ELS FCC educators – January 8
Wu Yee & Children’s Council – January 24
ELS and Non-ELS Centers (individual interviews) – February 11-20
ELS FCC educators (Bayview Neighborhood Network) – February 26