

Memorandum

Date: April 10, 2026

To: Civil Service Commission

From: Department of Early Childhood (DEC)

Re: DHRPSC0002549 – v2.03 – Confirmation of Term and Amount

The Department of Early Childhood (DEC) confirms the following, consistent with agreements reached during the March 16, 2026 and April 6, 2026 meetings:

- No change to the contract term; the duration will remain at 59 months.
- Reduction of the amendment amount to \$10 million, for a revised total PSC amount of \$20 million.

Memorandum

Date: March 23, 2026

To: Civil Service Commission

From: Department of Early Childhood (DEC)

Re: DHRPSC0002549 – v2.03

The Department of Early Childhood (DEC) supports over 500 childcare providers across San Francisco to ensure young children are ready for kindergarten. Early care and education programs need hands-on coaching, training, and independent assessments to improve quality and meet state and local standards.

This work is not administrative and requires specialized experts who can directly provide training, coaching, and technical assistance in specific subject areas such as early literacy and child development. This work also requires experts to conduct formal assessments of these early childhood programs.

These services must be:

- **Independent and objective**, especially when evaluating program quality.
- **Highly specialized** (requiring certifications and deep experience in early childhood education).
- **Delivered in the field** across hundreds of independent providers.

This work is not aligned with any existing City classifications and requires certifications and expertise not held by City staff. For this reason, the City contracts with qualified external experts who are specifically trained and certified to provide these services.

The following documents have been provided:

- T&TA program details
- Supplemental attachments (program support documentation)
- Documentation of DEC's correspondence with the Union



Training, Technical Assistance, and Rating Assessment (T&TA) for Publicly funded Early Learning for All Childcare Programs

Background

San Francisco County has more than fifteen years of investing in local early childhood quality improvement efforts for licensed Early Childhood Education (childcare) settings and community-based programs. This investment has resulted in a robust system of training, educator capacity-building and professional development support for city-funded early care and education (childcare) programs.

A driving force behind San Francisco's quality improvement efforts has not only been to ensure quality early learning for every child in San Francisco, but also to ensure that the early care and education workforce (educators of young children) is well supported in achieving the excellence they desire for all children in their care.

Currently the Department of Early Childhood (DEC) funds over 540 licensed childcare sites (Attachment 1) throughout San Francisco. With Kindergarten Readiness being the top guiding principle, DEC relies on the experience and expertise of agencies and professionals who are steeped in the work of early education.

The Department of Early Childhood (DEC) uses local, state and federal funds for this work. The State requires DEC to deliver quality improvement supports (coaching, training, and assessment services) to a network of early care and education providers as part of the state mandated Universal Preschool initiative. DEC calls this quality improvement system Quality Connections (DEC-SFQC).

The vision of the DEC-SFQC is a city where all families have access to the highest quality of care and education for their children beginning at birth. The work of the DEC-SFQC is to ensure that all early learning settings are guided and supported in their quality improvement efforts. DEC-SFQC helps to define and measure specific quality indicators for participating in early learning programs that correlate with school (kindergarten) readiness. The DEC-SFQC supports educators, and those supporting and partnering with them, to reflect on strengths and challenges and then focus on those areas that will systematically improve Early Childhood Program quality, while also striving to be feasible, targeted and not overly burdensome on the educators to the greatest extent possible.

Program Objectives

DEC links multiple supports and assistance programs into a coordinated technical assistance system that seeks to improve the quality of licensed early care and education in San Francisco through instructional coaching, mentoring, technical assistance, content-based training, and coursework.

To be able to deliver quality improvement support to the City's licensed childcare sites, DEC partners with organizations and entities with the experience and expertise that can provide Training, Technical Assistance, and Rating Assessment (T&TA) services. The T&TA system provides high quality services to early care and education providers in San Francisco, which are credited with improving providers' practice. DEC's funded T&TA system has been particularly effective in enhancing collaboration among partner organizations, improving the language capacity of technical assistance services, and enhancing the quality of coaching and mentoring services in San Francisco. These T&TA service contractors have subject matter expertise through a community-based approach that understands the early care and education field, with relationships that enables better planning, program development, evaluation, coordination activities, delivery of professional development and overall system improvement efforts.

Based on the most recent Kindergarten Readiness data collected by the San Francisco Unified School District in the fall of 2025 (Attachment 2), T&TA service requires for contractors to have expertise and experience in serving San Francisco's high-need populations (ages 0-5 years) including but not limited to African American/Black children, Latino children, Pacific Islander children, and children with Special Needs in the following four key skills:

- Fine motor skills
- Social-emotional learning
- Numeracy
- Early literacy

Program Services

In order to support the goal of kindergarten readiness, T&TA service contractors will need to have experience in the following settings:

- Family childcare homes
- Center-based programming
- Alternative early childhood settings such as Family Resource Centers or Family Friend and Neighbor (FFN) care providers

The T&TA service contractors will be responsible for delivering a comprehensive range of services for the early childhood field that serves infants, toddlers, and preschool-aged children. Depending on their area of expertise, these contractors may be involved in planning, facilitating, implementing, evaluating, and documenting training and technical assistance activities in any of the following three core areas:

- Child Development and School Readiness
- Teachers and teaching
- Program and Classroom Environment

All T&TA service contractors must have the following qualifications:

- Bachelor's degree in Early Childhood Education or related field
- At least 2 years of verifiable experience coaching with early childhood educators, leaders, and owners of family childcare homes (FCCs)
- At least 2 years of verifiable experience working in an early childhood program as an educator, administrator, or owner

T&TA service contractors must also be well versed in most of the following content areas:

- Child Development
- Adult Learning Principles
- Transformational Coaching
- Principles of Attachment Theory
- Racial Equity, Diversity, and Inclusion (REDI)
- Anti-Bias Education
- Universal Design for Learning
- Personalized Oral Language Learning (POLL) Strategies for Dual Language Learners
- Early Childhood Curricula including but not limited to: Inquiry Based Learning, Creative Curriculum, Reggio Emilia, High Scope, Play Based

Training & Technical Assistance Services

To be able to deliver training and technical assistance, a T&TA service contractor should have expertise in many different training and technical assistance modalities which may include, but not limited, the following:

- Large and small group training
- Early childhood-focused cohorts
- Leadership development
- Instructional coach development
- Mental health consultant development
- Practice-based coaching
- Site-based consultation

T&TA service contractors chosen to provide training and technical services must be knowledgeable and certified in the following (Attachment 3):

- Classroom Assessment and Scoring System (CLASS) Infant, Toddler, Prek-3rd Grade, Environments
- California Center on the Social Emotional Foundations in Early Learning (CA CSEFEL)
- California Teaching Pyramid
- California Learning Foundations for Preschool and Transitional Kindergarten (PTK) and Infants and Toddlers (IT)
- Desired Results Developmental Profile 2025 (DRDP-2025)
- Environmental Rating Scale (ERS)
- Program for Infant and Toddler Care (PITC)
- Strengthening Families Protective Factors

- Family Developmental Credential
- Ages and Stages Screening Tool

Rating & Assessment Services

To ensure that each licensed childcare site have quality teacher-child interactions and classroom environments, the T&TA service contractor must be able to assess a program and provide capacity building in quality improvement across the three core areas referenced in the previous section and by using the 5 quality standards developed by DEC which is based on research-backed from national, state, and local experts (Attachment 4):

- Family Partnership
- Safe and Engaging Environments
- Learning Opportunities
- Engaged Educators and Interactions
- Continuous Professional Development

T&TA service contractors chosen to provide rating and assessment services must be certified in the following:

- Classroom Assessment and Scoring System (CLASS) Infant, Toddler, Prek-3rd Grade, Environments Observer and Affiliate Trainer
- Program for Infant and Toddler Care (PITC) Assessment and Reflection System Observer and Affiliate Trainer

Preliminary Analysis of Providing Services In-House

According to the Early Childhood Workforce Index 2024 report produced by the University of California, Berkeley's Center for the Study of Child Care Employment¹, there are about 2.2 million adults in the United States paid to care for and educate children between the ages 0 to 5. The report defines these early educators as those who work directly with children from birth to age five in roles focused on teaching and caregiving in group early care and education settings.

Based on the U.S. Census Bureau's 2022 American Community Survey (ACS)², there are approximately 205,500 early educators in the California workforce.

In order for DEC to bring the T&TA work in-house, the department would need to hire approximately 265 additional staff members based on the simplified calculations below. This is a basic calculation that does not include additional costs or barriers to hiring additional staff such as office space needed, additional employee support cost, approved FTEs, etc.

¹ UC Berkeley's Center for the Study of Child Care Employment – Early Childhood Workforce Index 2024 Report: <https://cscce.berkeley.edu/workforce-index-2024/executive-summary/key-findings/>.

² US Census Bureau's American Community Survey (ACS): <https://www.census.gov/programs-surveys/acs/>.

An average licensed site would need approximately 792 hours of T&TA services per year. For the 573 licensed sites the City funds, that would equal approximately 453,816 hours annually.

T&TA Service	Hours Needed	Formula
Training & Professional Development (PD)	126	1 PD track for a site
Coaching	360	Average 5 classrooms/site at 6 hours/classroom/month
Technical Assistance	240	20 hours/site/month
Assessment	30	Average 5 classrooms/site at 3 hours/classroom plus 15 hours of report building
Meeting Coordination & Off-Site Trainings	36	16 hours meeting coordination, 20 hours training with site
Total Hours Needed:	792	

For a full-time T&TA employee, the total hours available each year to provide T&TA services would be 1,710 hours. This is a basic breakdown of a job and does not include any other hours needed for employment requirements.

Job Duties	Hours Needed
T&TA services	1,710
Data entry	156
Reporting	156
Certification	10
Meeting attendance	32
Continuous learning	16
Total Hours for 1 FTE:	2,080

To be able to provide the 453,816 hours of T&TA services to all 573 licensed sites, DEC would need approximately 265 employees ($453,816 / 1,710 = 265$). If compared to just the 9774 job class (Attachment 5), the annual cost using today's salary range would exceed the cost of contracting the services out.

9774 Job Class	Rate/Year	Total Annual Cost
Step 1	\$116,402	\$30,846,530
Step 5	\$141,466	\$37,488,490

Please note that DEC would need to go to bid for services that require more intensive subject-matter expertise, such as delivering credit-bearing coursework, which will increase the total annual cost.

Attachment 1

Department of Early Childhood - List of Licensed Providers

License Site Name	Business Name	Facility Type
Pascasio De Martinez, Maria R.	Happy Babies Daycare	Family Child Care
Mendicuty Nic, Leticia	Zacit Daycare	Family Child Care
Ramirez Ortiz, Angelica M.		Family Child Care
Seabird Preschool		Center
Wu Yee Children's Services - Southeast ELC	WU YEE CHILDREN'S SERVICES-SOUTHEAST CCC	Center
Vega, Maria F.	Little Tigers Day Care	Family Child Care
Dare, Yueyun	YueYun Child Care	Family Child Care
Fortin, Juana M	Pequeños Exploradores	Family Child Care
Yang, Yandan		Family Child Care
Bardales Rodriguez, Gilma I.	Gilma Bardales	Family Child Care
Wu Yee Children's Services - Scotia	Wu Yee Children's Services - Scotia	Center
Aguillon, Ada C	The Little Friends Child Care	Family Child Care
Chen, Huiyan	Golden Childhood Family Daycare	Family Child Care
Velasquez, America	My Little Shining Stars Daycare	Family Child Care
Dias Santiago, Natanna Ludmila	Bee Kind DayCare	Family Child Care
Jimenez Martinez, Carmen	El Papatote Family Child Care	Family Child Care
Yasmeen, Akhila	The Little Scholars Academy	Family Child Care
Xu, Huiting	Joyce's Family Daycare	Family Child Care
Santiago, Leonel Robert	Leonel's Child Care	Family Child Care
C5 SF Permit Building Center	C5 SF Permit Building Center	Center
Martinez Segovia, Andres	Martinez, Andres	Family Child Care
Mejia, Wendy		Family Child Care
Huang, Xiuwen	Little Learners Family Daycare	Family Child Care
Rodriguez De Valle, Bessy	Casita Cubs FCC	Family Child Care
YMCA Of S.F. Mission Branch - Villa De Kapuso	YMCA of S.F.	Center
Hernandez, Ana Ruth	Little Disciples Daycare	Family Child Care
Valladares, Sarai	Sarai Valladares	Family Child Care
Growing Tree School	Growing Tree School	Center
One Fifty Parker Avenue Nursery School		Center
Pacific Primary	PACIFIC PRIMARY	Center
1st Place 2 Start	1st Place 2 Start	Center
YMCA Of S.F. Mission Branch - Mission Preschool	YMCA OF SF., MISSION BRANCH, MISSION PRESCHOOL	Center
Thomas, Mary E. & Watson, Joseph, Sr.	Our Special Place	Family Child Care
Angela's Children Center	Angela's Children Center	Center
Associated Students Children's Center - SFSU		Center
Baby Prodigy Nursery	Baby Prodigy Nursery	Center
Wah Mei School	WAH MEI SCHOOL	Center
SFUSD - Bret Harte (EES) Preschool	SFUSD-BRET HARTE (EES) PRESCHOOL	Center
SFUSD - Zaida T. Rodriguez (EES) Preschool	SFUSD-ZAIDA T. RODRIGUEZ (EES) PRESCHOOL	Center
SFUSD - Grattan Early Education School - Preschool	SFUSD-GRATTAN EARLY EDUCATION SCHOOL-PRESCHOOL	Center
SFUSD - Raphael Weill (EES) Preschool	SFUSD-RAPHAEL WEILL (EES) PRESCHOOL	Center
CCFC - 31st Avenue	CCFC- 31ST AVENUE	Center
SFUSD - Dr. William Cobb (EES) Preschool	SFUSD-DR. WILLIAM COBB (EES) PRESCHOOL	Center
SFUSD - San Miguel Early Education School (PS)	SFUSD-SAN MIGUEL EARLY EDUCATION SCHOOL (PS)	Center
SFUSD - Jefferson Early Education School - Preschool	SFUSD-JEFFERSON EARLY EDUCATION SCHOOL-PRESCHOOL	Center
SFUSD - Noriega Early Education School (PS)	SFUSD-NORIEGA EARLY EDUCATION SCHOOL (PS)	Center
SFUSD - John McLaren Early Ed. School (Preschool)	SFUSD JOHN MCLAREN EARLY ED. SCHOOL (PRESCHOOL)	Center
Stokes, Margie Pinnace	Marg's Child Care	Family Child Care
SFUSD - Junipero Serra Early Education School (PS)		Center
CCFC - Eddy	CCFC-EDDY	Center
Banana Fana Preschool		Center
Telegraph Hill Neighborhood Center		Center
Buen Dia Family School	Buen Dia Family School	Center
Chinatown Community Children's Center		Center
Treasure Island Child Development Center (PS)	Catholic Charities CYO Treasure Island Child Development Center	Center
Ng, Jeanne & Lee Queenie		Family Child Care
Centro Las Olas	Centro Las Olas	Center
Kai Ming Head Start - Dr. T. Kong Lee Center	KAI MING HEAD START-DR. T. KONG LEE CENTER	Center
Family Developmental Center (Infant) & (Preschool)	Felton Insitute - FAMILY DEVELOPMENTAL CENTER (INFANT) & (PRESCHOOL)	Center
Wu Yee Children's Services - Generations CDC	WU YEE CHILDREN'S SERVICES-GENERATIONS CDC	Center
SFUSD - Bryant Early Education School	SFUSD-BRYANT EARLY EDUCATION SCHOOL	Center
The Land's End School	The Land's End School	Center
Martinez, Maria E.		Family Child Care
SFUSD - E.R. Taylor (EES) Preschool	SFUSD-E.R. TAYLOR (EES) PRESCHOOL	Center
SFUSD - John Muir Ecia (EES) Preschool	SFUSD-JOHN MUIR ECIA (EES) PRESCHOOL	Center
Ho, Nancy		Family Child Care
Wu Yee Children's Services - Preschool	WU YEE CHILDREN'S SERVICES- PRESCHOOL	Center
SFCCD Ocean Campus Child Development Lab School	SFCCD OCEAN CAMPUS CHILD DEVELOPMENT LAB SCHOOL	Center
Aguilar, Silvia, Ramon & Marcela	La Cuna Family Day Care	Family Child Care
CCFC - Turk Center	CCFC-TURK CENTER	Center
SFUSD - Theresa S. Mahler (EES) Preschool	SFUSD-THERESA S. MAHLER (EES) PRESCHOOL	Center

License Site Name	Business Name	Facility Type
Child's Time Preschool	Child's Time Preschool	Center
Shen, Run Man & Chen, Vinson	Dianne Chen's Family Day Care	Family Child Care
Helen Hawk Children's Center - Preschool & Infant	HELEN HAWK CHILDREN'S CENTER - PRESCHOOL & INFANT	Center
Community Preschool, Grace Cathedral, The	The Community Preschool, Grace Cathedral	Center
Jackson, Jacquelyn	Jackie & Her Kids	Family Child Care
Williams, Arnella		Family Child Care
Wong, Wan Xia		Family Child Care
Archila, Oralia	Oralia's Family Day Care	Family Child Care
Montgomery, Jeannette		Family Child Care
Huang, Jamie	Child Field Day Care	Family Child Care
Congregation Beth Shalom Preschool	Congregation Beth Shalom Preschool	Center
Good Samaritan Family Resource Center CDC	GOOD SAMARITAN FAMILY RESOURCE CENTER CDC	Center
Aranivar, Aricela M. & Gonzalo G.	The Painting Corner Child Care	Family Child Care
Cheng, Sandy & Zheng, Su Quing	Sunset Boulevard Childcare	Family Child Care
Family Connections Centers - Preschool		Center
Kuang, Xue L And Wu, Amy	Kuang Xue Family Child Care	Family Child Care
Epiphany Parent - Child Center	Epiphany Parent-Child Center	Center
Luo, Hong Xiang		Family Child Care
Baquero, Angela V.	Mis Pequenos Angelitos Daycare	Family Child Care
Cedillo, Flavia M.	House of Angels Family Child Care	Family Child Care
Lee, Cindy Y.		Family Child Care
Chen, Ming Yi	Rainbow Heart Child Care	Family Child Care
Tang, Cuiyan	Angel Baby Childcare	Family Child Care
Liu, Li Xing		Family Child Care
Escobar Villalta, Yesica		Family Child Care
Project Commotion-Las Luciernagas	Las Luciernagas	Center
Tel Hi Mission Bay Child Care	TEL HI MISSION BAY CHILD CARE	Center
Aceves, Rosaura	Rosaura's Family Child Care	Family Child Care
Zhang, Jialing	The little Crystal Learning Child care	Family Child Care
Schwarz, Irma C	Ircebabies World	Family Child Care
Dias, Ana Paula		Family Child Care
Canales, Iliana & Romero, Jannia	Iliana Canales & Jannia Romero	Family Child Care
Lu, Baowen		Family Child Care
Calderon, Maykell L.	Luz Family Child Care	Family Child Care
Zhen, Jianci	Colby Daycare Inc.	Family Child Care
Little Panda Preschool	Little Panda Preschool	Center
Gallardo, Paola M.		Family Child Care
Mission Head Start - La Fenix At 1950 (PS)	Mission Neighborhood Centers (MNC) - Mission Head Start - LA Fenix at 1950	Center
Kai Ming PMSquare Children's Center	Kai Ming PMSquare Children's Center	Center
SFUSD - Tule Elk Park Early Education School	SFUSD-TULE ELK PARK EARLY EDUCATION SCHOOL	Center
Smith, Sharon	Sharon's Day Care	Family Child Care
Ramsey, Mary	Mary's Little Lambs	Family Child Care
CCFC - Golden Gate Center	CCFC-GOLDEN GATE CENTER	Center
Cai, Zhongwen	Twinkle Star Family Childcare	Family Child Care
St. Paul's Church - Littlest Angel Preparatory Preschool	St. Paul's Church-Littlest Angel Preparatory Preschool	Center
Deng, Qiwan		Family Child Care
YMCA of S.F., Chinatown - Tunglok Early Learning Center	YMCA SF CHINATOWN-TUNGLOK EARLY LEARNING CENTER	Center
Cordero, Mercedes A.	Dimer Family Day Care	Family Child Care
Slippery Fish Initiative, Inc.	Slippery Fish Initiative, Inc.	Center
Zheng, Wei Xiang	Happy Trails Family Childcare	Family Child Care
Leon, Monica E.		Family Child Care
SOMA Daycare And Preschool	SOMA Daycare and Preschool	Center
Li, Susanna Yanna	Susanna Yanna Li	Family Child Care
Ornelas, Leticia		Family Child Care
St. James Episcopal Church Nursery School	St. James Episcopal Church Nursery School	Center
Storybook School	Storybook School	Center
Li, Jin Zhu		Family Child Care
Huang, Dongli	Dong Dong's Family Childcare	Family Child Care
Wang, Yanmei & Zhong, Huiming	Baby Panda Family Child Care	Family Child Care
Luo, Huoying		Family Child Care
Sunshine Adventures Nob Hill	SUNSHINE ADVENTURES NOB HILL	Center
Xie, Xiao Hong	HONGS CHILDCARE 612 LLC	Family Child Care
Danridge, Krystle S.	Each One Teach One	Family Child Care
Liu, Jing		Family Child Care
Ruiz, Johanna P.	Amor D' Luna Daycare Center	Family Child Care
Chen, Xiaoli	Smiley Baby Family Child Care	Family Child Care
Alfaro-Alvarez, Miriam		Family Child Care
L'Academy Language Immersion Preschool SF CPMC PS	L'Academy Language Immersion Preschool SF CPMC PS	Center
Sunny Infant And Preschool Center	Sunny Infant and Preschool Center	Center
Binion, Paulenecia M.	Precious Dreams Family Childcare	Family Child Care
Sunshine Preschool Center	Sunshine Preschool Center	Center
Paniagua, Mirtala Margarita	Caricias de Mamita Small Hands	Family Child Care
Good Samaritan Family Resource Center	GOOD SAMARITAN FAMILY RESOURCE CENTER	Center

License Site Name	Business Name	Facility Type
SFUSD - George Washington Carver Elementary School	SFUSD-GEORGE WASHINGTON CARVER ELEMENTARY SCHOOL	Center
Wang Lim, Melanie & Lim, Lansford	Little Universe	Family Child Care
The Dahlia School	The Dahlia School	Center
Chen, Helen Y.		Family Child Care
Alves, Edmar F.		Family Child Care
Soares Da Silva, Ana Luisa	Ana Luisa Soares Da Silva	Family Child Care
Zhou,Bixia	Little Seeds Childcare	Family Child Care
Chavez Aranda, Hernan J.	Genesis Family Day Care	Family Child Care
Bi, Sarah		Family Child Care
Huang, Xue Hong		Family Child Care
Ortega Flores, Maria A.	Maria Ortega Family Children?s Care	Family Child Care
Kuang, Yushan		Family Child Care
Lu, Zhi Jian		Family Child Care
SFUSD - Excelsior At Guadalupe (EES) Preschool	SFUSD-EXCELSIOR AT GUADALUPE (EES) PRESCHOOL	Center
Calvert, Carmen		Family Child Care
SFUSD - Las Americas Early Education School (PS)	SFUSD-LAS AMERICAS EARLY EDUCATION SCHOOL (PS)	Center
Yerba Buena Gardens Child Dev Ctr	South of Market Child Care Center - YERBA BUENA GARDENS CHILD DEV CTR	Center
Huang, Wen Y.		Family Child Care
Wu Yee Children's Svcs. Lok Yuen Child Dev. Program	WU YEE CHILDRENS SVCS. LOK YUEN CHILD DEV. PROGRAM	Center
Wong, Heidi L.		Family Child Care
Friends Of St. Francis Child Care Center	Friends of St. Francis Child Care Center	Center
Gastinell, Vartander		Family Child Care
Fun With Mandarin		Center
Siu, Julia Suk Wah	Julia's Family Day Care	Family Child Care
Liao, Xiao Ling		Family Child Care
Cheung, Siu Kam & Yip, Peter		Family Child Care
Mission Head Start - 101 Valencia Head Start	Mission Neighborhood Centers (MNC) - MISSION HEAD START-101 VALENCIA HEAD START	Center
Vanegas, Miriam	Miriam's Family Day Care	Family Child Care
Shen, Qiu Jin & Ye, Shun Xia		Family Child Care
Mai, Angela		Family Child Care
Kwong, Jenny Hui & Fong, Frank Sau	Jenny's Family Child Care	Family Child Care
Wu Yee Children's Services - Chinatown Infant Center	WU YEE CHILDREN SERVICES-CHINATOWN INFANT CENTER	Center
Glide Child Care & Family Support	Glide Child Care & Family Support	Center
Moy, Xiao-Song	Little Sunshine Preschool	Family Child Care
Growing Place Family Preschool & Parenting Center	Growing Place Family Preschool & Parenting Center	Center
Mayfield, Ruby	Little Bits Family Daycare	Family Child Care
Zuniga Lopez, Argentina		Family Child Care
Suarez, Delia Margarita	Delia's Little Angels	Family Child Care
Mission Head Start - Women's Building Center	Mission Neighborhood Centers (MNC) - MISSION HEAD START-WOMEN'S BUILDING CENTER	Center
Lau, Man Noi	Wong's Family Child Care	Family Child Care
SFUSD - Tenderloin Community Early Education School	SFUSD-TENDERLOIN COMMUNITY EARLY EDUCATION SCHOOL	Center
Chinchilla, Lisa M.	Little Leaps and Bounds	Family Child Care
Wu Yee Children's Services - Sunnydale CDC	WU YEE CHILDREN'S SERVICES-SUNNYDALE CDC	Center
Chibi-Chan Preschool	CHIBI-CHAN PRESCHOOL	Center
Liu, Tina A.	Bright Star Child Care	Family Child Care
Benitez, Paula M.		Family Child Care
SFUSD - Argonne Early Education School (Preschool)	SFUSD-ARGONNE EARLY EDUCATION SCHOOL (PRESCHOOL)	Center
Compass Children's Center	COMPASS CHILDREN'S CENTER	Center
Liu, Yan Li & Li Jingjing		Family Child Care
Mission Head Start - Bernal Dwellings Childcare Ctr.	Mission Neighborhood Centers (MNC) - MISSION HEAD START-BERNAL DWELLINGS CHILDCARE CTR.	Center
Kai Ming Head Start - Richmond	KAI MING HEAD START-RICHMOND	Center
Quon, Mabel H.		Family Child Care
Zhen, Jin Mei	Zhen's Family Day Care	Family Child Care
Cherdak, Juliya	Just Like Mom Preschool	Family Child Care
Maldonado, Carmen	Carmen's Child Care	Family Child Care
CCFC - Mary Lane Infant And Toddler Center	CCFC-MARY LANE INFANT AND TODDLER CENTER	Center
Chen, Xiaoyun	CHEN, XIAOYUN	Family Child Care
Zea Quinto, Sandra A.	Sandra's Family Child Care	Family Child Care
Mission Head Start - Mission Bay CDC	Mission Neighborhood Centers (MNC) - MISSION HEAD START-MISSION BAY CHILD DEV. CTR.	Center
Chen, Wanzhen	Angel Family Day Care	Family Child Care
Osorio, Dinorah	Lisa's Little Garden	Family Child Care
Holy Family Day Home	Holy Family Day Home	Center
Batres, Maria	Baby Angels	Family Child Care
Cui, Pei, Xian	K.V. Child Care	Family Child Care
Mission Head Start - Jean Jacobs	Mission Neighborhood Centers (MNC) - MISSION HEAD START - JEAN JACOBS	Center
Ma, Ka Lai		Family Child Care
Orellana, Sonia & Hernandez, Adan	Sonia's Daycare	Family Child Care
Lau, Chow Lin	Tender Love Child Care Center	Family Child Care
Li Chen, Mei Yu		Family Child Care
Fang, Jenny	Little Bear Day Care	Family Child Care
Ramirez, Elena	Happy Face Family Preschool	Family Child Care
Kai Ming Head Start - Geary Center	KAI MING HEAD START-GEARY CENTER	Center
Lam, Dong Gui	Dong Dong Daycare	Family Child Care

License Site Name	Business Name	Facility Type
Just Kids Preschool	Just Kids Preschool	Center
Goldenshteyn, Liliانا R. & Mamysheva, Ruzana	Liliana?s Family Daycare	Family Child Care
Martinez, Maria D.	Magic Wings Day Care	Family Child Care
Liang, Joann	Flower Bud Preschool	Family Child Care
Chen, Selina L.		Family Child Care
Sanchez, Mary Sol		Family Child Care
Aliyeva, Mareta & Eldaniz	Magic Kingdom	Family Child Care
Ferdinand, Lisa V.	Lisa's Family Child Care and Learning	Family Child Care
Yu, Leann Mei-Ai		Family Child Care
Kai Ming Head Start - Sunset Center	KAI MING HEAD START - SUNSET CENTER	Center
Estrada, Esperanza	Estrada's Family Preschool	Family Child Care
Tsegaye, Bethlehem	Bethlehem's Place	Family Child Care
Archila, Brenda L.	Brendas Day Care	Family Child Care
Abea, Ana Claudia	Little Stars Day Care	Family Child Care
SFUSD - Bessie Carmichael Early Education School	SFUSD-BESSIE CARMICHAEL EARLY EDUCATION SCHOOL	Center
Yang, Hui Xin		Family Child Care
Chavez, Cecilia	Ney Day Care	Family Child Care
SFUSD - Sheridan Early Education School	SFUSD - SHERIDAN EARLY EDUCATION SCHOOL	Center
Kai Ming Head Start - North Beach Center	KAI MING HEAD START-NORTH BEACH CENTER	Center
Fuentes, Isolina		Family Child Care
Guidry, Monique N.	Guidry's Early Care and Education Program	Family Child Care
Metikyan, Gayane	Sunlight Daycare	Family Child Care
Chamo, Rosalva	Rosalva's Day Care	Family Child Care
Marroquin, Rutilia	Rutilia Family Daycare	Family Child Care
Li, Wei Xiao		Family Child Care
Forde, Kelly E.	Noe Valley Family Child Care	Family Child Care
Amaya, Jovannya L.	Pasitos #2	Family Child Care
Kangaroos Preschool II (Glen Park)	Kangaroos Preschool II (Glen Park)	Center
Liu, Lan Xing		Family Child Care
Mission Head Start - Valencia Gardens	Mission Neighborhood Centers (MNC) - MISSION HEAD START - VALENCIA GARDENS	Center
Lee, Ying Ngor		Family Child Care
Huang, Miao Juan		Family Child Care
Santillan, Mariela	La Bamba	Family Child Care
Garcia-Meza, Kim M.	Las Mananitas	Family Child Care
Zheng, Li Xian	54 Lobos Child Care	Family Child Care
SFCCD - Mission Community College Center	SFCCD-MISSION COMMUNITY COLLEGE CENTER	Center
Vargas, Teodora S.	Santa Rosa Day Care	Family Child Care
Lau, Chuk Shan		Family Child Care
Torres, Zonia L.	Shining Starts Family Child Care	Family Child Care
Pavlova, Inna S.	Our Rainbow Kids Family Childcare	Family Child Care
Yu, Yu Ying		Family Child Care
Huang, Jin Ping & Zhou, Xi Ning		Family Child Care
Zhang, Wen Hua		Family Child Care
Pacific Primary - Orange Sun Campus		Center
Liu, Xue Hong		Family Child Care
Lu, Xue Yan		Family Child Care
KZV Armenian Preschool	KZV Armenian Preschool	Center
Southeast Families United/Children's Center	Mission Neighborhood Centers (MNC) - Southeast Families United/Children's Center	Center
Kai Ming Head Start - Broadway Center	KAI MING HEAD START - BROADWAY CENTER	Center
Gutierrez, Maria D.	Angeles Maria's Day Care	Family Child Care
Campos, Dora A.	Leilani's Family Day Care	Family Child Care
Little Children's Development Center	Little Children's Development Center	Center
Hernandez, Doris L.		Family Child Care
Lin, Anna Y.		Family Child Care
Orellana, Santos		Family Child Care
Zelaya, Ivania A.		Family Child Care
Talavera, Leslie		Family Child Care
Liang, Li Qing		Family Child Care
Liang, Su Ying	Baby Tree Family Childcare Home	Family Child Care
Potrero Kids At Daniel Webster	POTRERO KIDS AT DANIEL WEBSTER	Center
Chen, Yu Qiong		Family Child Care
Little Robles in the Sunset	Little Robles-Sunset Center	Center
Saulny-Green, Anita M.	Mama Nida's Loving Arms Childcare	Family Child Care
Li, Qiu Mei	Bing Bing Family Daycare	Family Child Care
Reyes, Roxana E.		Family Child Care
SFUSD - Public Montessori School (EES)	SFUSD - PUBLIC MONTESSORI SCHOOL (EES)	Center
Huang, Aihua	Bilingual Family Daycare	Family Child Care
Gomez, Ana		Family Child Care
Zhu, Bixian	Wen Xing Bilingual Family Daycare	Family Child Care
The Little School		Center
Guerrero-Hernandez, Angelica		Family Child Care
Yu, Xiu Ping	Hong Lok Family Day Care	Family Child Care
Little Footprints Preschool, Corp.	LITTLE FOOTPRINTS PRESCHOOL, CORP.	Center

License Site Name	Business Name	Facility Type
Zhao, Rui Xin	ZHAO, RUI XIN FAMILY CHILD CARE	Family Child Care
Bright Horizons UCSF Marilyn Reed Lucia CDC	BRIGHT HORIZONS UCSF MARILYN REED LUCIA CDC	Center
Tan, Ziling		Family Child Care
FACESSF - Bayview Preschool		Center
FACESSF - Masonic Preschool		Center
FACESSF - Hayes Valley CDC (Infant)	FACESSF - HAYES VALLEY CDC (INFANT)	Center
Mission Childcare Consortium	Mission Child Care Consortium	Center
Chen, Xu Ming		Family Child Care
Lao, Ling Ling		Family Child Care
CCFC - VV John King Center	CCFC-VV JOHN KING CENTER	Center
CCFC - VV Heritage Center	CCFC-VV HERITAGE CENTER	Center
CCFC - VV Tucker Center (P)	CCFC-VV TUCKER CENTER (P)	Center
CCFC - VV Leland Center (P)	CCFC-VV LELAND CENTER (P)	Center
Alpha Kids Academy	Alpha Kids Academy	Center
C5 Children's School - SFPUC	C5 Children's School (City Building)	Center
Potrero Kids Third	POTRERO KIDS THIRD	Center
Levy, Sumi Lee	Doremi	Family Child Care
Mission Kids	Mission Kids Co-op	Center
Pon, Huang Feng Qing		Family Child Care
Mejia, Eloida		Family Child Care
Larreinaga, Magdalena	Larreinaga Family Day Care	Family Child Care
UCSF Kirkham CDC (PS)	UCSF KIRKHAM CDC (PS)	Center
Mai, Yi Hong	Happy Child Care	Family Child Care
Flores, Andrea & Torres, Arturo	Vicky's Family Child Care	Family Child Care
Gong, Yingjun	Baby Tree Mandarin Immersion Daycare and Preschool	Family Child Care
Wei, Jun		Family Child Care
Yan, Xiao Ling	Melody's Cradle Day Care	Family Child Care
Motino, Rosalba		Family Child Care
Ha Winnie	Great Family Bilingual Chilc Care	Family Child Care
Chen, Shao Xia	Little Strawberry day care	Family Child Care
Wu Yee Children's Services - Bayview CDC	WU YEE CHILDREN'S SERVICES- BAYVIEW CDC	Center
YMCA Of S.F., Stonestown Branch, Lutheran Church	YMCA OF SF., STONESTOWN BRANCH, LUTHERAN CHURCH	Center
Vargas, Nelly	The Little Jungle	Family Child Care
Jiang, Li Zhen		Family Child Care
Mission Montessori	Mission Montessori	Center
Huang, Xiao Ling	Modern Education Family Childcare III	Family Child Care
Fan, Qunjie		Family Child Care
Jiang, Wan Ru	Sunny Family Child Care	Family Child Care
Qiu, Eileen	Small World Child Care	Family Child Care
Lindsey, Salina		Family Child Care
Tran, Kristy	Smart and Fun Preschool	Family Child Care
Deng, Qixia		Family Child Care
Yu, Yan Xian	Ki Ki Family Day Care	Family Child Care
Wong, Hung Har	Happy Daycare	Family Child Care
Wu Yee Children's Services - Omi Preschool Ctr (PS)	WU YEE CHILDREN'S SERVICES-OMI PRESCHOOL CTR (PS)	Center
SFUSD - Commodore Stockton Early Ed School	SFUSD-COMMODORE STOCKTON EARLY ED SCHOOL	Center
Ho, Tammy		Family Child Care
Wu Yee Children's Services - Kirkwood CCC	WU YEE CHILDREN'S SERVICES - KIRKWOOD CCC	Center
Wu Yee Children's Services - Westside CCC (PS)	WU YEE CHILDREN'S SERVICES-WESTSIDE CCC (PS)	Center
Zhou, Yan Hong	Joanne's Day Care	Family Child Care
Pinheiro, Alexandre		Family Child Care
Alemany Center - Head Start (PS)	Mission Neighborhood Centers (MNC) - ALEMANY CENTER-HEAD START (PS)	Center
Kai Ming Head Start - St. Luke Center (PS)	KAI MING HEAD START- ST. LUKE CENTER (PS)	Center
Chen, Ray		Family Child Care
Jiang, Yan		Family Child Care
Luo, Hong Niao		Family Child Care
Yan, Mei Rong	Happy Field Mandarin	Family Child Care
Deng, Miaoling & Li, Baolan	Fairy Castle Family Child Care	Family Child Care
Wong, Wan Siu		Family Child Care
Carino, Ellen-Grace & Cephas	C&C Family Childcare	Family Child Care
Henriquez, Maria E.	Blanca's Daycare	Family Child Care
Liao, Ya Ling		Family Child Care
Liao, Xiao Deng & Zhang, Biyu		Family Child Care
Tan, Mei Jian		Family Child Care
New Journey Mandarin Immersion Preschool & Childcare Center	New Journey Mandarin Immersion Preschool & Childcare Center	Center
Zheng, Shi Ying	Michelle Family Child Care	Family Child Care
Bustillo, Flor Maria		Family Child Care
Zhen, Xiao Xia & Zhu, Lisa	Xin Xin Family Day Care	Family Child Care
Castillo, Claudia M.	Mis Primeros Pasilos Family Day Care	Family Child Care
Li, Cuiling		Family Child Care
Cai, Lillian Huijun	A&D Bilingual Child Care	Family Child Care
Chamo, Elva	Elva's Day Care	Family Child Care
Wang, Yuaner		Family Child Care

License Site Name	Business Name	Facility Type
Zhu, Wanyi	Apollo Family Child Care	Family Child Care
Li, Mei Juan	Qi Qi Daycare	Family Child Care
Tang, Chunyan		Family Child Care
Li, Huiying	Xin Yuan Family Child Care	Family Child Care
Huang, Cai Li	Kelly Day Care	Family Child Care
Liang, Xue Zhen		Family Child Care
Velez, Eva	OM School	Family Child Care
Mission Neighborhood Ctrs, Inc. Centro De Alegria	Mission Neighborhood Centers (MNC) - MISSION NEIGHBORHOOD CTRS, INC. CENTRO DE ALEGRIA	Center
Kwan Au, Lai Yee		Family Child Care
Coo, Angela Chi Wah & Coo, Felicia	Coo Child Care	Family Child Care
Kai Ming Rainbow Preschool/Inf-Todd Center	Kai Ming Rainbow Preschool/Inf-Todd Center	Center
Martin Luther King Jr. Center	Felton Insitute - MARTIN LUTHER KING JR. CENTER	Center
Sojourner Truth Center	Felton Insitute - SOJOURNER TRUTH CENTER	Center
Chow, Sandy H.		Family Child Care
leong-Lam, Kam Oi		Family Child Care
Liu, Lian Yuan & Liu, Hai Tang	Geneva Day Care	Family Child Care
Nihonmachi Little Friends - Sutter Site	Nihonmachi Little Friends - Sutter Site	Center
Lei, Lan Lan		Family Child Care
Little Trail Blazers	LITTLE TRAIL BLAZERS	Center
Ming, Jie Ying	Auntie Ming's Child Care	Family Child Care
Solodkova, Marianna M	Mission Possible Preschool/FCC	Family Child Care
Chen, Yan Mei Family Child Care		Family Child Care
Ma, Li Jun		Family Child Care
Aguiar Flores, Reyna I.	Sophie's Family Daycare	Family Child Care
Liu, Qiu Gui		Family Child Care
Diaz, Alba	Innes Avenue Family Daycare	Family Child Care
Loyola, Gisele J.		Family Child Care
Tsang, Serena K		Family Child Care
Ngtsang, Shiu Kuen & Tsang, Cho Y	Brilliant Kids Family Child Care	Family Child Care
Li, Runming	Runming Li Family Child Care	Family Child Care
Wen, Yue C.	Yue Chan Day Care	Family Child Care
Chibi Chan Too	CHIBI CHAN TOO	Center
Liang, Shumin	LeLe Daycare	Family Child Care
Xu, Chun	Happy Learning Mandarin Daycare	Family Child Care
Liu, Li Chang		Family Child Care
FranDeJa Fairfax	FRANDELJA FAIRFAX	Center
Ye, Peiyi	Sunflower Family Daycare & Preschool	Family Child Care
Liang, Wei Ying		Family Child Care
Huang, Patty Pei Yu	Little Star Day Care	Family Child Care
Mejia, Etsy N.		Family Child Care
Guo, Lu	Lulu's Family Daycare	Family Child Care
University Child Care At Mission Bay	UNIVERSITY CHILD CARE AT MISSION BAY	Center
Walsh, Aria A.M.		Family Child Care
Chen, Shao Jin	Little Sprouts Family Daycare	Family Child Care
Shao, Liwen	Alice's daycare	Family Child Care
Shao, Li Ru		Family Child Care
SFUSD - Mission Education Center Elementary School	SFUSD-MISSION EDUCATION CENTER ELEMENTARY SCHOOL	Center
Wu, Yuexiu	Lily's Family Childcare	Family Child Care
Li, Li Ping		Family Child Care
Duran, Veronica		Family Child Care
Li,Xiao Yan	Happy Angels Preschool	Family Child Care
Sunshine Adventures Preschool	SUNSHINE ADVENTURES PRESCHOOL	Center
Leon, Eloisa	Big Stars Daycare	Family Child Care
Luo, Meichun		Family Child Care
Friedman, Shifra V. & Pil, Menachem M.	Kibby Care	Family Child Care
Zhang, Dongbo	Lili's Mandarin English Bilingual Day Care	Family Child Care
Alfaro, Betty I.	Little Giants	Family Child Care
Ho, Wing Mei		Family Child Care
Xu, Ying	Fun Garden Childcare	Family Child Care
Yang, Sara Mei	Happy Garden Family Child Care	Family Child Care
Huang, Yan Xia	Happy Daycare	Family Child Care
Excelsior Family Connections	EXCELSIOR FAMILY CONNECTIONS	Center
Chen, Amy Ma		Family Child Care
ABC Preschool	ABC Preschool	Center
Morales Nova, Gloria		Family Child Care
Tan, Shuyi	Rainbow Bubble FCC	Family Child Care
Armenta, Jessica	Armenta, Jessica E	Family Child Care
Rivas, Agueda		Family Child Care
Barrientos, Evelyn J.	Brisa De Sahara	Family Child Care
Kenyatta, Joelle	Jojo's Play House	Family Child Care
Chamorro, Claudia M.	Mayela Daycare	Family Child Care
Silva, Ana Paula		Family Child Care
Cabrera, Iris		Family Child Care

License Site Name	Business Name	Facility Type
South Of Market Child Care - Transbay CDC	SOUTH OF MARKET CHILD CARE-TRANSBAY CDC	Center
Kies, Janeth	Happy Kids Daycare	Family Child Care
Laurel Heights Child Development Center	LAUREL HEIGHTS CHILD DEVELOPMENT CENTER	Center
Torres, Nguyet T.	Little Dinos Family Child Care	Family Child Care
Ng, Cindy Yue Zhen		Family Child Care
L'Academy Preschool SF Nob Hill	L'Academy Preschool SF Nob Hill	Center
Silva, Magaly C		Family Child Care
Yu, Chun Yi		Family Child Care
Zhang, Xiuzhen		Family Child Care
Wu, Xue Xia	Bilingual Teddy Child Care	Family Child Care
Kwok, Lucy C.	Bright Star Family Child Care	Family Child Care
Wah Mei At Kids By The Bay	Wah Mei At Kids By The Bay	Center
Yu, Cui Mei		Family Child Care
Guo, May	Happy Family Preschool & Daycare Inc	Family Child Care
Wu, Hiu Yim	Rising Star Family Childcare	Family Child Care
Guo, Yanyan	Yanyan Day Care	Family Child Care
Luo, Li Yi & Liu, Lu Liang		Family Child Care
Chen, Dantong	Dantong Chen Family Day Care Home	Family Child Care
YMCA Of S.F., Mission Branch - Alice Chalmers Preschool	YMCA OF SF-MISSION BRANCH-ALICE CHALMERS PRESCHOOL	Center
Benford, Candace N.	Market Street Nursery School	Family Child Care
Presidio Knolls School	Presidio Knolls School	Center
Ruan, Xing Chun		Family Child Care
Fang, Jennifer	Sunny Side Tots Childcare	Family Child Care
L'Academy Preschool SF SOMA	L'Academy Preschool SF SOMA	Center
Situ, Dangui	Dan Dan Daycare	Family Child Care
Zint, Lersed M.	Corazones Home Day Care	Family Child Care
Zhang, Aiai	Aimee?s Daycare	Family Child Care
Wang, Shao Hua		Family Child Care
Gutierrez, Antonio		Family Child Care
Rodriguez Aguilar, Jasmine	New Beginnings	Family Child Care
Zhang, Joanna		Family Child Care
Wu, Yan Na & Wu, Qina	Bright Beginning	Family Child Care
Banos, Karen Y.	Hogar Dulce Hogar	Family Child Care
Liu, Liting		Family Child Care
Li, Jie Ting		Family Child Care
Liao, Xiu Xue	Sunshine Family Child Care	Family Child Care
Wu, Chun Qiao	Chun Tian Child Care	Family Child Care
Wu Yee Children's Services	Wu Yee Children's Services	Center
Wu, Xiuling	Happy Land Family Daycare	Family Child Care
Chen, Chunyan		Family Child Care
Alves, Jessica		Family Child Care
Li, Min Yi		Family Child Care
Beltran, Jacqueline	Little Champions Day Care	Family Child Care
Hernandez, Diana	Diana?s Daycare	Family Child Care
Madrigal, Maria G.	Gaby's Family Day Care	Family Child Care
Zamora Gomez, Sandra		Family Child Care
Chan, Jenny S.	Jenny S Chan & Eva Y Chan Childcare	Family Child Care
Gonzalez, Hassel	Kelly's Day Care	Family Child Care
L'Academy Preschool SF Hayes Valley	L'Academy Preschool SF Hayes Valley	Center
Alvarado, Osiris M.	Alvarado Osiris M Family Home Daycare	Family Child Care
Wu, Sammi	Clovery Family Child Care	Family Child Care
Ceron Rodriguez, Sonia	Angel's Family Day Care	Family Child Care
Rodriguez, Ana Sara	Caring Hearts Christian Daycare	Family Child Care
SFUSD - Dr. Charles Drew (EES) Preschool	SFUSD-DR. CHARLES DREW (EES) PRESCHOOL	Center
Garcia Guzman, Maria		Family Child Care
Zhang, Nancy		Family Child Care
Wang, Yan		Family Child Care
Bishop, Brandy	Mary's Little Lambs	Family Child Care
Zavaleta, Norma	Little Star	Family Child Care
Medina, Raiana	Raiana Daycare	Family Child Care
CCFC - 30th Avenue	CCFC-30TH AVENUE	Center
CCFC - 50 Raymond Center (SA)	CCFC-50 RAYMOND CENTER (SA)	Center
Chinatown Community Children's Center - North Beach	CHINATOWN COMMUNITY CHILDREN'S CENTER - NORTH BEACH	Center
The Family School	The Family School	Center
The Janet Pomeroy Center	The Janet Pomeroy Center	Center
Little Footprints Preschool Oceanview	LITTLE FOOTPRINTS PRESCHOOL OCEANVIEW	Center
True Sunshine Preschool	True Sunshine Preschool	Center
Solmar Learning Center	Felton Insitute - Solmar Learning Center	Center
Cardona Jiron, Esther	Little Blessings Daycare	Family Child Care
Amador, Yolanda I.	Tiny Seeds Preschool	Family Child Care
Vega Casas, Claudia M.	Huellitas Magicas Day Care	Family Child Care
Archila, Jocelyn A.	Jocelyn's Day Care	Family Child Care
Mora Platero, Ines del Carmen	Ines Del Carmen Mora Platero	Family Child Care

License Site Name	Business Name	Facility Type
Orozco, Monica J.	Orozco's Family Daycare	Family Child Care
Garcia Perez, Gristly A.	Gristly Garcia	Family Child Care
De Leon Cottom, Margarita O.	Mundo Nuevo	Family Child Care
Hui, Yin Yu & Tang, Waihung	Me Playschool	Family Child Care
Roman, Denis A.	Roman Day Care	Family Child Care
Zhou, Miao Yin	Zhou, Miao Yin	Family Child Care
Shu, Chunhua	Diversity Connection Child Care	Family Child Care
De Santiago Leon, Citali	Manitas Exploradoras Daycare	Family Child Care
Carino, Salvacion	The Sisters Daycare	Family Child Care
Oliverira, Carolina	Carol's Daycare	Family Child Care
Joya, Petrona F.	Petrona F Joya	Family Child Care
Namba, Miho	Cosmos Montessori	Family Child Care
Crisostomo Johnston, Marcos	Marcos Crisostomo Johnston	Family Child Care
Huang, Qiuyan	Golden Sunshine Nursery	Family Child Care
SF Tikes Academy	Sf Tikes Academy	Center
New Journey Mandarin Immersion - Richmond	New Journey Mandarin Immersion - Richmond	Center
The Crayon Box Preschool	The Crayon Box Preschool	Center
Armstrong, Charlene A.	New Beginnings Family Day Care Inc	Family Child Care
Liang, Liyi	Tracy's Child Care	Family Child Care
Yuan, Zhiqiong	Lilia Day Care	Family Child Care
Meaningful Beginnings Development Ctr	Meaningful Beginnings Development Center At Laguna Honda	Center
Sheehan, Keri	Our Victorian Playhouse	Family Child Care
Fu, Tingting	Bobee Daycare	Family Child Care
King, Shardae C.	King, Shardae C.	Family Child Care
Li, Gui Ping	Little Footprints Childcare	Family Child Care
Bridgewater, Tosheena L.	K3 Infant/Toddler Daycare	Family Child Care
Sunny Infant Preschool - Clement	Sunny Infant Preschool - Clement Branch	Center
Perez, Samantha R.	Little Giants Daycare	Family Child Care
Lin, Wanyi	Lin, Wanyi	Family Child Care
Alpha Kids Academy LLC (PS)	Alpha Kids Academy Llc (Ps)	Center
San Agustin, Michelle E.	Little Eden	Family Child Care
SFUSD - JOSE ORTEGA ES (EED) PS	SFUSD-JOSE ORTEGA ES (EED) PS	Center
SFUSD - LEOLA HAVARD EARLY EDUCATION (SCHOOL AGE)	SFUSD-LEOLA HAVARD EARLY EDUCATION (SCHOOL AGE)	Center
Alfaro, Maura Y.	Kidz Sweet Home	Family Child Care
Flores, Elizabeth	Vicky's Too Family Childcare	Family Child Care
Portugal, Cecilia I.	Mi Escuelita en Español	Family Child Care
Potrero Space Preschool	Potrero Space Preschool	Center
Menjivar, Veronica D	Veronicas Daycare	Family Child Care
Cheng, Hannah Yee	Cheng, Hannah Yee	Family Child Care
Valderramos, Katerine C.	Tiny Seeds Daycare	Family Child Care
Xie, Li Juan	Xie, Li Juan	Family Child Care
Camacho, Derly	Angelitos de Amor	Family Child Care
MNC Helen Fabela Chavez Campus		Center
Stokes, Josiane K.	Marg's Family Child Care	Family Child Care
Tang, Wai Yan		Family Child Care
Little Tree Preschool	Little Tree Preschool	Center
Teaching Tots Preschool, Inc	Teaching Tots Preschool, Inc.	Center
Amigos De Presidio Heights	Amigos De Presidio Heights	Center
Dolphin Stars Childcare, Inc	Dolphin Stars	Center
Sunshine Adventures Mission	Sunshine Adventures Mission	Center
Meaningful Beginnings LLC	Meaningful Beginnings LLC	Center
L'Academy Preschool SF Soma	L'Academy Preschool SF Soma	Center
Explorers Prep	Explorers Prep	Center
Sola Garcia, Krissia E	Oruguitas Childcare	Family Child Care
Lopez, Maria M.	Camilitas Day Care	Family Child Care
Tawfik, Rabab B.	Little Angels Nursery school	Family Child Care
Cortez, Sandra D. & Mejia, Stacey D.	Carita de ángel Guardería	Family Child Care
Hillman, Tatiana	Tots of Love Family Daycare	Family Child Care
Fernandes, Eliza	Fernandes Family Childcare	Family Child Care
Silva, Eduardo A.	Silva, Eduardo A.	Family Child Care
Felton Learning Center	Felton Institute	Center
Star Bridge Mandarin Inc.	A Star Bridge Mandarin Immersion Preschool and Child Care	Center
Epiphany Center		Center
Little Panda Children's Camp	Little Panda Children's Campus at San Francisco State University	Center

Attachment 2

Kindergarten Readiness

To be considered "kindergarten ready" and able to fully participate in kindergarten learning, researchers consider four key skills:

- Fine Motor Skills, including the ability to hold a pencil
- Social-Emotional Learning, demonstrating empathy, curiosity, self-awareness
- Numeracy, including familiarity with number shapes and the ability to count
- Early Literacy, including letter sound identification and understanding of reading and how books work

"Overall Readiness" shows students who were rated as meeting or exceeding expectations on 80% or more of the items on the Kindergarten Readiness Inventory (KRI). Readiness skills are observed across four domains (Fine Motor, Numeracy, Literacy, and Social-Emotional), and scored using a rubric scale: 1) Not Yet Approaching, 2) Approaching, 3) Meeting and 4) Exceeding beginning of the year expectations. Average scores from 1-4 for each domain are shown in the table below. Data is not included for subgroups if n<10.

The overall readiness of kindergarten students in the district is **68.97%**, and the participation rate for 2025 is **95.85%**.

	Overall Readiness	Fine Motor Skills	Social-Emotional Learning	Numeracy	Early Literacy
Districtwide (N=3445)	68.97%	3.14	2.91	3.10	3.35
Ethn: African American (N=211)	58.29%	2.99	2.75	2.98	3.21
Ethn: Asian (N=965)	81.97%	3.29	2.96	3.38	3.56
Ethn: Filipino (N=65)	76.92%	3.22	2.99	3.24	3.48
Ethn: Hispanic or Latino (N=1073)	47.72%	2.99	2.80	2.70	2.96
Ethn: Pacific Islander (N=11)	63.64%	2.82	3.03	2.91	3.00
Ethn: Two or More Races (N=370)	81.62%	3.25	3.04	3.36	3.62
Ethn: Unknown (N=148)	70.95%	3.09	2.91	3.18	3.38
Ethn: White (N=592)	81.25%	3.19	3.01	3.26	3.57
English Learners (N=1229)	52.24%	3.09	2.79	2.84	3.02
Special Ed. (N=348)	45.40%	2.78	2.53	2.73	2.97
Goal 1.1 Gr K (African American/Pacific Islander) (N=222)	58.56%	2.98	2.77	2.98	3.20

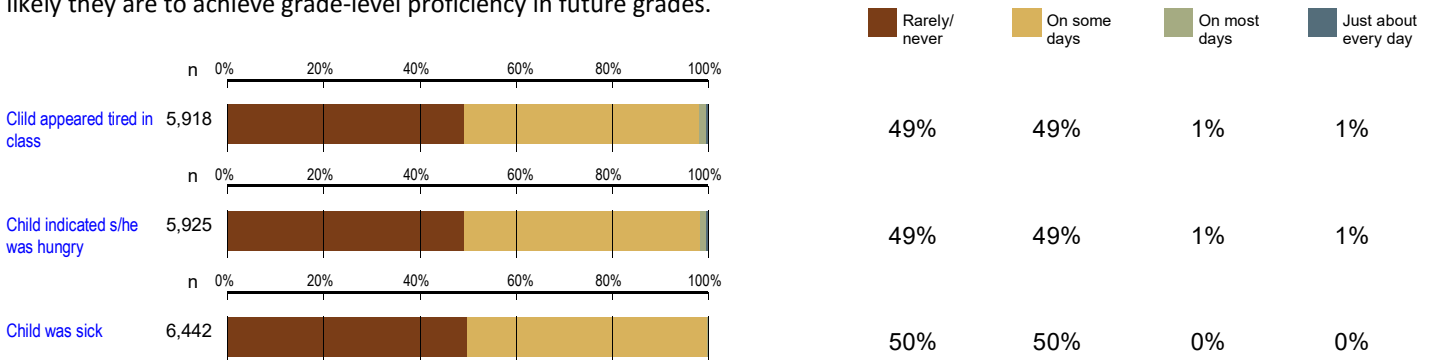
Attendance

Absenteeism in the first months of school is a strong predictor of poor attendance throughout the school year. Students are more likely to succeed in school when they attend school consistently. Similarly, tardiness is associated with poor academic outcomes.

- 38.37% of students were tardy at least once during first 30 days of school.
- 47.55% of students were present for each of the first 30 days of school.
- 14.95% of students have chronic attendance issues: they have been absent 10% or more days during first 30 days of school.

Wellness

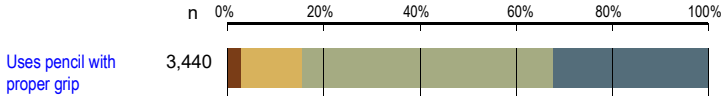
The wellness indicators below are also strong predictors of school readiness and longer-term academic achievement. The more frequently a child appears to be tired, hungry, sick, or is absent or tardy, the less likely they are to be successful in school and the less likely they are to achieve grade-level proficiency in future grades.



Readiness Levels

■ Not Yet Approaching Beginning of the Year Expectations
 ■ Approaching Beginning of the Year Expectations
 ■ Meeting Beginning of the Year Expectations
 ■ Exceeding Beginning of the Year Expectations

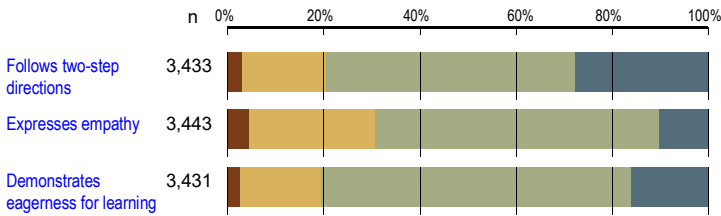
Motor Skills



Motor Skills

	Tested	Not Yet Approaching	Approaching	Meeting	Exceeding
Uses pencil with proper grip	3,440	3%	13%	52%	32%

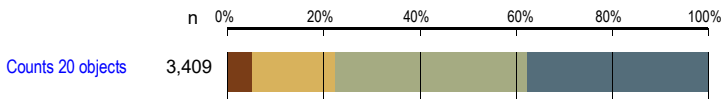
Social-Emotional Learning



Social-Emotional Learning

	Tested	Not Yet Approaching	Approaching	Meeting	Exceeding
Follows two-step directions	3,433	3%	17%	52%	28%
Expresses empathy	3,443	4%	26%	59%	10%
Demonstrates eagerness for learning	3,431	2%	17%	65%	16%

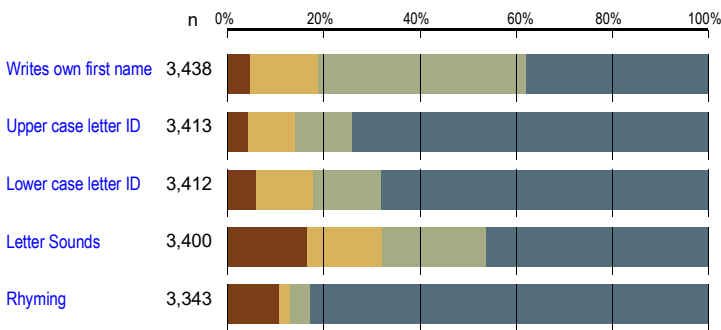
Numeracy



Numeracy

	Tested	Not Yet Approaching	Approaching	Meeting	Exceeding
Counts 20 objects	3,409	5%	17%	40%	38%

Early Literacy



Early Literacy

	Tested	Not Yet Approaching	Approaching	Meeting	Exceeding
Writes own first name	3,438	5%	14%	43%	38%
Upper case letter ID	3,413	4%	10%	12%	74%
Lower case letter ID	3,412	6%	12%	14%	68%
Letter Sounds	3,400	17%	15%	22%	46%
Rhyming	3,343	10%	2%	4%	83%

Attachment 3

Coach and Training Knowledge, certification, and experience with the following elements outlined in the Quality Continuum Framework (the other attached document-see highlights as reference)

- [California \(PTKLF\) Learning Foundations](#): The California Preschool/Transitional Kindergarten Learning Foundations (PTKLF) outline key knowledge and skills that most children ages three to five and a half years old can achieve when provided with the kinds of interactions, instruction, and environments that research has shown to promote early learning and development. The foundations can provide preschool and transitional kindergarten (TK) educators, parents, and the public with a clear understanding of the wide range of knowledge and skills that children typically attain when given the benefits of a high-quality preschool program, whether it be in center-based, home-based, or TK settings.
- [Desired Results Developmental Profile \(DRDP\)](#): The Desired Results Developmental Profile (DRDP) (2025) is a developmental continuum from infancy through Grade Three that is designed to assess the progression of skills for all children, including those with an Individualized Family Service Plan (IFSP) or an Individualized Education Program (IEP). The assessment results are intended to be used by the teacher to plan curriculum for individual children and groups of children and to guide continuous program improvement. The tool was recently revised to reflect recent research in the field of child development and to be more inclusive of children with disabilities as well as dual language learners. The DRDP (2025) is fully aligned to the *California Preschool/Transitional Kindergarten Learning Foundations (PTKLF)* as well as the *California Infant/Toddler Learning and Development Foundations*. ([SAMPLE DRDP](#))
- [Ages and Stages Screening Tool SAMPLE](#): Early Identification of Developmental Delays and Learning Disabilities California Department of Education outlines a process for the early identification of children between two and six years of age at risk for developmental delays or learning disabilities. Per Education Code (EC) Section 8490, the California Department of Education (CDE) is to provide recommendations for 1) the early identification, 2) further evaluation, 3) support, 4) remediation, and 5) additional referrals as necessary for children at risk for developmental delays or learning disabilities, including but not limited to dyslexia and other literacy delays.
- [Classroom Assessment Scoring System: The Classroom Assessment Scoring System \(CLASS\)](#): CLASS is an observational tool designed to measure the quality of educator-child interactions in early childhood settings. It focuses on three key domains: Emotional Support, Classroom Organization, and Instructional Support. CLASS observations typically involve 15-20-minute segments where trained observers rate interactions on a scale from 1 to 7, assessing various behaviors that contribute to effective teaching practices. The system has been widely adopted in various educational programs worldwide to improve teaching quality and support children's development.
- [California Teaching Pyramid](#): Provides a systematic framework that promotes social and emotional development, provides support for children's appropriate behavior, prevents challenging behavior, and addresses problematic behavior. WestEd Center offers comprehensive professional development packages for infant/toddler, preschool, family child care, home visitor, and early elementary educators. WestEd's Teaching Pyramid is based on evidence-based practice originally developed by the Center on the Social Emotional Foundations in Early Learning (CSEFEL), in

collaboration with the California Department of Social Services (CDSS) and aligned with California's Early Learning and Development System.

- [California Infant Toddler Learning Foundations](#): The California Infant/ Toddler Learning and Development Foundations represent part of the California Department of Education's (CDE's) comprehensive effort to strengthen young children's learning and development through high-quality early care and education. The foundations describe competencies infants and toddlers typically attain during the birth-to-three-year period. In order to make developmental progress, young children need appropriate nurturing. Both supportive home environments and high-quality early care and education programs can facilitate children's attainment of the competencies specified in the foundations by providing safe environments and an emotionally secure base for active, playful exploration and experimentation.
- [Early Learning For All Quality Standards](#): The San Francisco Department of Early Childhood (DEC) has five quality standards for early childhood programs that assure families they are making a good choice when they enroll their children in any Early Learning For All child development program. The standards also help programs understand how to qualify to join our network and, once they do, how to implement Programmatic Assurance Requirements and continuous quality improvement. Most importantly, they give children a strong start at a crucial time of their development. Based on research on the development and education of young children. The standards are based on early childhood development and education research as well as input from national and state experts, families, and early educators in San Francisco. The standards define what we believe all early childhood programs should do when caring for young children. To participate as a city- funded site, programs must work toward meeting all five (5) standards.
- [Strengthening Families: The Protective Factors Framework](#): Coming out of the [Center for the Study of Social Policy](#) at its heart, Strengthening Families Protective Factors is about how families are supported to build key protective factors that enable children to thrive. The five protective factors at the foundation of Strengthening Families also offer a framework for changes at the systems, policy and practice level – locally, statewide and nationally.
- [Early Childhood Environment Rating Scale \(Infant/Toddler, PreK, and Family ChildCare\)](#): The Environment Rating Scales (ERS) are research-based tools to assess global process quality in early childhood programs. The ERS are widely used throughout the U.S. and abroad to optimize the quality of early learning environments for young children. The Environment Rating Scales Institute (ERSI) is the only agency certified by the scale authors to provide in-person training on the ERS. Our team members have decades of experience in the field of early childhood education and specifically with the ERS. We provide a wide range of training options, including introductory sessions, reliability testing, and in-depth courses. We have a highly personalized approach to helping our clients use the scales reliably for assessment purposes and to guide continuous quality improvement efforts.
- [Anti-Bias Education](#): Anti-bias education places diversity and equity goals at the heart of everything we do in early childhood. We begin by affirming each child and family's social identities and cultural ways of being. Building on the strengths and knowledge children bring to school, anti-bias teachers seek the active engagement of families and communities. More than a set of curriculum activities, this approach is a commitment to equity and social justice. Anti-bias teachers observe carefully, think critically, and reflect deeply.

- [Universal Design For Learning](#): Universal Design for Learning (UDL) is a framework for increasing access to education environments and opportunities, including in infant and toddler settings. Learning environments, materials, and activities are planned ahead of time, with the aim of welcoming all learners. UDL supports all children, including infants and toddlers with disabilities, to help them engage more fully in learning. It doesn't take the place of individualized curriculum modifications necessary for particular children.

The three guiding principles of UDL are:

- Representation — offering children a variety of ways to learn new skills and information
 - Action and expression — allowing for flexibility in how infants and toddlers demonstrate success and understanding
 - Engagement — building on infant/toddler development and interests and giving them choices
- Universal Supports: This foundational level is aimed at all children and focuses on creating nurturing and responsive relationships, as well as high-quality environments. It is designed to prevent challenging behaviors and promote positive social-emotional development for all children.
 - Targeted Supports: The second tier provides additional support for children who may be at risk for challenging behaviors. This includes targeted social-emotional strategies and interventions tailored to meet the needs of these children.
 - Intensive Interventions: The top tier addresses the needs of a small number of children who require individualized and intensive interventions due to persistent challenges. This level involves personalized approaches to support these children effectively.



Quality Standards

For the San Francisco
Early Learning For All Network

Quality Matters to Every Child

Every experience in children's earliest years has an impact on their success in school and the rest of their life. That is why it is so important for children to have high quality care and education during this time. Quality early care and education helps families and supports children's cognitive, physical, and social and emotional growth. It helps children be ready for kindergarten and beyond.

The San Francisco Department of Early Childhood (DEC) has five quality standards for early childhood programs that assure families they are making a good choice when they enroll their children in any Early Learning For All child development program. The standards also help programs understand how to qualify to join our network and, once they do, how to implement Programmatic Assurance Requirements and continuous quality improvement. Most importantly, they give children a strong start at a crucial time of their development.

Based on research on the development and education of young children, The standards are based on early childhood development and education research as well as input from national and state experts, families, and early educators in San Francisco. The standards define what we believe all early childhood programs should do when caring for young children. To participate as a city- funded site, programs must work toward meeting all five (5) standards.

Quality Standards:

- Family Partnership
- Safe and Engaging Environments
- Engaged Teachers and Effective Interactions
- Learning Opportunities
- Continuous Professional Development

Continuous Quality Improvement

Continuous quality improvement reflects a process that ensures programs are systematic and intentional about improving practices, and increasing positive outcomes for children and families¹. Child care programs in the Early Learning For All network are supported to engage in a continuous cycle of quality improvement focused on improved outcomes for children and families. A Quality Improvement Plan (QIP) is used to outline and track a quality continuum where the program maps out their steps to improve their planning and tracks progress incrementally. The perspective of educators and families is reflected in the QIP. Along with technical assistance and professional development, the San Francisco Department of Early Childhood (DEC) provides many supports and resources for programs to grow through SF DEC Quality Connections Improvement System.



Quality Standard

Family Partnership

Description:

When programs effectively engage families, they create a mutual, respectful, and responsive partnership between families, early learning and care providers, as well as other related professionals, to promote children's development, learning, strong parent/child relationships and wellness. Family engagement happens when early childhood professionals and families actively participate in an on-going process of building and maintaining these meaningful relationships.²

Family-teacher partnership and engagement in early education is important for children in that it helps create consistency between the home and school environments.

The Positive Outcomes Of Engaged Parents Are Powerful



- There is increased support for children's learning at home, empowered parents and improved family well-being.
- Children see benefits like improved cognitive development and academic performance, better social- emotional development, and improved health.

Program Requirements:

1. Program creates a welcoming environment that incorporates the unique cultural, ethnic, and linguistic background of families through the lens of equity, such as greeting all parents during pick-up/drop-off.
2. Educator conducts a parent-teacher conference for all enrolled children twice per 12-month period, with follow-up as needed, to enhance the understanding of—and partnership in—supporting the child's developmental progress.
3. Program communicates with families in person and through a variety of tools, such as email, text, blog, newsletter, bulletin board, and phone call.³
4. Program has opportunities for families to be engaged in their children's learning and development as their child(ren)'s first teacher.

Program Implementation:

Teaching & Learning

1. Program encourages families to share their own culture, personal beliefs, and family values so the educator can incorporate the cultural contexts that shape the child's experiences and learning.

Family Engagement

1. Program values each family's unique expertise about their child(ren) and builds a goal-oriented relationship with a family based on their identified needs and interests.
2. Program offers opportunities for family members to volunteer in the classroom and provides opportunities for families to connect with each other.
3. Program connects families with community resources that offer support
4. for their family well-being and strength.⁴



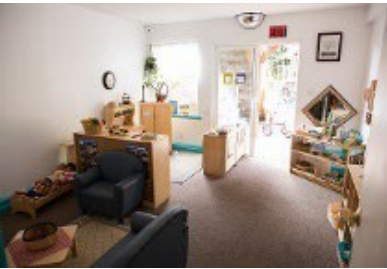
Quality Standard

Safe and Engaging Environments

Description:

Safe, responsive, and nurturing environments are an important part of supporting learning and development of infants, toddlers, and preschoolers. In addition to the indoor learning environment, children need regular access to outdoor space where they can move and engage with the natural world.⁵

Connection to Child's Learning & Development⁶



Safe, responsive, and nurturing environments are an important part of supporting the learning and development of infants, toddlers, and preschoolers. Such environments also help support positive behaviors and serve as a core component of interventions for infants and young children with identified disabilities.



Program Requirements:

1. Program maintains a rich and healthy environment for children to learn.
2. Program completes and submits a self-assessment of the physical environment with an external coach upon entry using:
 - *ECERS-R/ITERS-R/FCCERS-R*
 - *ECERS-3/FCCERS-3*
 - *NAEYC Classroom Check List*
 - *Other research-based assessment tool upon approval by SF DEC*
3. Program maintains facility/home as outlined in facility checklist established in collaboration with LIIF, with elements of FCC Facility Checklist and NAEYC classroom observation tool.
4. Access to and use of outdoor spaces for all ages of children enrolled throughout the day.

Program Implementation:

Teaching & Learning

1. Learning spaces are arranged to keep children healthy and safe at all times.
2. Learning spaces are designed to accommodate children's basic physical needs for movement, sensory stimulation, fresh air, rest, and nourishment.
3. Learning spaces are organized and materials chosen so all CA Learning Foundation domains are addressed.
4. Educators reorganize the environment, when necessary, to help children explore new concepts and topics, sustain their activities, and extend their learning.



Quality Standard

Learning Opportunities

Description:

Learning opportunities are formal and informal activities designed to expand children's knowledge and promote progress toward their development with nurturing and responsive practices, interactions, and environments that foster trust and emotional security.

Connection to Child's Learning & Development



Learning opportunities promote children's progress across all domains, including:

- Language and Literacy Development
- Cognition
- Social and Emotional Development
- Perceptual
- Motor and Physical Development



Program Requirements:

1. Programs deliver learning opportunities that offer developmentally, culturally, and linguistically appropriate learning experiences that supports all children's development across all California Learning Foundation developmental domains.
2. Learning opportunities are informed by:
 - Child observation and assessment - Program uses a researched or approved tool at least twice a year for all enrolled children (beginning 60-90 days after enrollment and then six months after that). DEC strongly recommends programs use the Desired Results Developmental Profile (DRDP) in alignment with Head Start/Early Head Start and CA state-funded programs.
 - Developmental screening - Program informs parents and/or caregivers about the purpose of using developmental screening, and works with them to complete the Ages & Stages Questionnaire (ASQ) and ASQ Socio-Emotional (ASQ-SE), as needed, that matches the child's age within 45 days of entry.
 - Universal Design for Learning (UDL) – Programs ensure that all learners can access and participate in meaningful, challenging learning opportunities. Program maintains facility/home as outlined in facility checklist established in collaboration with LIIF, with elements of FCC Facility Checklist and NAEYC classroom observation tool.
3. Programs will be able to articulate how the activities and learning opportunities they provide are aligned with California Preschool/Transitional Kindergarten and Infant and Toddler Learning Foundations and address all developmental domains.



Quality Standard

Learning Opportunities (continued)

Connection to Child's Learning & Development

- Developmental screening for young children is an effective & efficient way for professionals to measure a child's development, help parents celebrate their child's milestones, know what to look for next, and determine what follow-up steps are needed.
- Developmental Screening is an essential first step toward identifying children with delays or disorders in the critical early years, before they start school.
- When educators notice what children can do and what they have achieved, we move toward our main goal of ensuring all children have the opportunity to demonstrate and build upon their knowledge, skills, and interests so that they can be ready for school and beyond.

Program Implementation:

Teaching & Learning

1. Program uses reliable and useful observation and assessment data to create and modify lesson plans that focus on the interests of children, promote growth in the developmental domains, and support all children's engagement in learning experiences and activities.
2. Programs have a plan for professional development that supports educators in understanding how to be responsive and intentional when planning learning opportunities.
3. Learning opportunities are approached through an anti-bias lens that promotes equity in the classroom and connection to community. It is inclusive of different family cultures, ethnicities, and structures including, but not limited to: Single Parent, Grandparent, Adoptive and Lesbian/Gay/ Bisexual/Transgender (LGBTIA+)-headed households.

Family Engagement

1. Program offers opportunities for parent(s)/caregiver(s) and/or family members to be involved with their child's learning in the program.
2. Program describes the purposes of assessment and on-going observation with timelines in the Parent's Handbook or other documentation provided to parents.
3. Information collected and documented is shared with the child's parent(s)/caregiver(s), and program invites them to share their observations from home.
4. Parent(s)/caregiver(s) and teachers develop shared goals to support child's development and to understand what comes next developmentally.
5. Program follows-up with the family about any areas of concern, providing referrals or additional support services as needed.
6. Program stays connected and maintains communication with the families by offering activities they can do with their child.



Quality Standard

Engaged Educators and Interactions

Description:

Interactions between children and adults are the primary way of supporting children's development and learning. Effective, engaging interactions and environments form the foundation for all learning in early childhood spaces.

Connection to Child's Learning & Development



- Effective interactions lead to better outcomes in cognitive, behavioral, and social-emotional development.
- Well-established relationships and expectations in a program give children multiple opportunities to learn and explore in a predictable, engaging, and stimulating environment.



Program Requirements:

All ELFA programs will be assessed using the Classroom Assessment Scoring System (CLASS), an observational assessment tool that measures the level of effectiveness of teacher-child interactions upon entry using an external, reliable assessor.

1. Programs with **LOW** scores in Emotional Support and Organization Support domains (PreK) or Responsive Caregiving domain (Infant) will not be accepted as an ELFA Qualified Site.
2. All sites who have **LOW** scores in Engaged Support for Learning or Instructional Support domains will develop an action plan to enhance the quality of interactions and be reassessed to demonstrate change.

*a) High: score of 6-7; b) Mid: score of 3-5; c) Low: Score of 1-2

Program Implementation:

Teaching & Learning

1. Program provides professional development opportunities to educators, which focus on strengthening interactions and uses CLASS as a reflective tool in developing a quality improvement plan.
2. Program and educators understand the meaning of the score in each dimension and use CLASS as a tool to reflect and develop a plan for improving teaching quality and learning environment.
3. Program and educators ensure that all children benefit from strong interactions through reflective practice and supervision, support from teaching team members and other support staff, e.g. instructional coach, and/or mental health consultant.

Family Engagement

Program reinforces the value of all parents(s)/caregiver(s)-child interactions that promote positive family relationships and extend children's learning and development.



Quality Standard

Continuous Professional Development

Description:

Professional development (PD) is any type of approved continuing education effort for teachers and leaders. It is a way to improve knowledge and skills that boost children's outcomes. PD can take place in settings such as conferences, courses, professional learning communities, seminars, retreats, and workshops.

Connection to Child's Learning & Development



- On-going professional development advances the knowledge, skills, and practices of educators in their efforts to educate children.
- Effective professional development focuses knowledge and skills in specific areas that support educators to structure meaningful learning in environments for young children.

Program Requirements:

1. Teachers must complete at least 6 hours of training on **each of the following topics once in their professional career**. Teacher may meet PD requirements by having attended unit-bearing coursework on content areas.
 - Child Development/ Learning Foundations (0-5)
 - Inclusion and Meeting the Needs of Young Children with Disabilities or other special needs.
 - Family Engagement and Support
 - Anti-Bias/ Equity training- Teacher may choose one of the following topics:
 - Implicit Bias; Anti-Bias, Anti-racist Curriculum
 - Supporting Dual Language Learners
 - Black Joy Series
2. Program collaborates with teaching staff to develop professional development plans, provide training and workshop opportunities, and ensure that each staff member progresses toward their goals.
3. Program leaders and FCC owners develop professional development plans focusing on serving diverse communities (children, families, and staff), and reflective supervision.

Program Expectations:

Teaching & Learning

1. Program ensures educators continue to strengthen their practice throughout their career.
2. Educators are supported to apply new learning in the classroom.
3. **E**ffective professional development engages teams of educators to focus on the needs of children.



References

- ¹ Continuous Quality Improvement, <https://friendsnrc.org/evaluation/continuous-quality-improvement/>
- ² First 5 California, State of California, 2019; <https://qualitycountsca.net/child-care-providers/family-engagement/>
- ³ California Department of Education 2014, Family Engagement Framework, <https://www.cde.ca.gov/ls/pf/pf/documents/famengageframeenglish.pdf>
- ⁴ NAEYC 2022, Standard and Assessment Items
- ⁵ Workman, S; Ullrich R, 2017, Quality 101:Identifying the Core Components of a High-Quality Early Childhood Program, <https://www.americanprogress.org/issues/early-childhood/reports/2017/02/13/414939/quality-101-identifying-the-core-components-of-a-high-quality-early-childhood-program/>
- ⁶ Schwartz, 2021, Early Childhood Environments, <https://iris.peabody.vanderbilt.edu/module/env/cresource/q1/p01/>





9774-Senior Community Development Specialist I

[SF](#) | [Careers](#) > [9774-Senior Community Development Specialist I](#)

Know the Class Code?

Class codes are four characters long.

Search

Search by Keyword:

Use a keyword to search for a class.

Search

Compensation Set ID:

Citywide 

Senior Community Development Specialist I

Job Classification

Class	9774
Title	Senior Community Development Specialist I
Overtime Eligibility	Exempt (Z) - No Paid Overtime
Labor Agreement	SEIU Local 1021
Effective Date	August 17, 2012

Current Compensation Plan

Effective: Jan 03, 2026

See [Historic and future compensation information](#) for this class

Step:	Step 1	Step 2	Step 3	Step 4	Step 5
Rate /hr:	\$55.9625	\$58.7375	\$61.6875	\$64.8000	\$68.0125
Rate /biweekly:	\$4,477.00	\$4,699.00	\$4,935.00	\$5,184.00	\$5,441.00
Rate /year:	\$116,402	\$122,174	\$128,310	\$134,784	\$141,466

Job Description

CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

Job Title: Senior Community Development Specialist I

Job Code: 9774

INTRODUCTION

Under general supervision, performs a variety of activities related to the funding of various local projects and programs by the Mayor's

Office of Community Development; may participate in significant program planning, development, project implementation and evaluation; reviews project plans, programs, labor relations activities and affirmative action goals to assure compliance with Federal, State laws and regulations and local policies; conducts project analyses, makes recommendations on operational corrections to comply with contractual requirements and Federal regulations; develops methods of evaluating effectiveness of grant funded projects: prepares reports and records and performs related duties as required.

DISTINGUISHING FEATURES

Positions in this class function at the senior journey level in the Community Development Specialist series. Employees in this class carry out their assignments with considerable independence and do not receive day to day supervision. Positions in this class are distinguished from the lower class 9772 Community Development Specialist by their significant coordinating and monitoring responsibility over a variety of grant funded projects in one or more of the following program areas: neighborhood facilities rehabilitation, housing development, human services projects, public construction projects, federal labor relations and affirmative action compliance. Employees in this class may serve in a lead role for subordinate personnel.

MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. As assigned, develops and coordinates the preparation of annual work programs and operating budgets of nonprofit corporations and city agencies receiving community development funds; prepares, reviews and executes contracts for the disbursement of funds; prepares and processes all necessary documents and fiscal payments to corporations and agencies; provides appropriate fiscal budgetary control.
2. Makes on-site visits to monitor projects for contract compliance: establishes and coordinates operational methods and procedures:

recommends project or program modifications and adjustments to assure contract adherence and responsiveness of programs to community needs: collects and evaluates performance data and prepares written evaluation reports.

3. As required, provides technical assistance, information and advice to representatives of various organizations and agencies wishing to apply for community development funding of projects.

4. Works with other concerned public agencies to coordinate and streamline various phases of project or program implementation; assists in evaluating and recommending effective program design and operating procedures: works with the Human Rights Commission to assure affirmative action goals on construction and rehabilitation projects receiving community development funding.

5. As assigned, reviews and recommends physical improvements concerning construction plans and budgets; meets with agencies, architects and contractors to outline funding program requirements and procedures: monitors progress of construction and process progress payments.

6. May review proposals for community development funding and/or special project funding in one or more program areas; may monitor Redevelopment Agency and Housing Authority projects receiving community development funds.

7. As requires by Federal regulations, collects data and prepares a wide variety of reports, memoranda and correspondence related to activities of the Office of Community Development

IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Knowledge, Abilities and Skills: Thorough knowledge of: the principles and practices of community development programs; Federal, State and local laws as they apply to such programs; and local governmental structure: abilities and skills to work with neighborhood organizations and to perform some statistical analysis: ability to apply principles to define problems, collect data, establish facts and draw valid conclusions: write clear and concise reports, recommendations and correspondence; deal tactfully and effectively with representatives of governmental and community organizations: and speak effectively before individuals and groups.

MINIMUM QUALIFICATIONS

These minimum qualifications are to be used as a guide for establishing the education, training, experience, special skills and/or license which may be required for employment in the class.

Although these minimum qualifications are typical of the class, additional minimum qualifications and special conditions may apply to a particular position and will be stated on the job announcement.

1. Possession of a baccalaureate degree from an accredited college or university AND three (3) years of administrative/professional experience in community development, housing development, workforce development, finance, education, social work, children/youth work, or criminal justice; OR
2. Possession of a baccalaureate degree from an accredited college or university with a major in one of the following fields: public or business administration, urban planning, government, social work, education, finance or criminal justice AND two (2) year of administrative/professional experience in community development, housing and/or housing development, workforce development, finance, education, social work, children/youth work, criminal justice; OR
3. Possession of a Master's degree from an accredited college or university in public policy, planning, social work, public administration, finance, education, criminal justice, or business administration; AND one (1) year of administrative/professional experience in community development, housing and /or housing development, workforce development, finance, education, social work, children/youth work, or criminal justice; OR
4. Possession of a Juris Doctor degree from an accredited college or university AND one (1) year of administrative/professional experience in community development, housing and/or housing development, workforce development, finance, education, social work, children/youth work, or criminal justice.

SUBSTITUTION:

Verifiable administrative/professional experience involving community development, housing and/or housing development, workforce development, finance, education, social work,

children/youth work, or criminal justice may substitute for the educational requirement in Minimum Qualification #1 on a year-for-year basis.

LICENSE AND CERTIFICATION

None

PROMOTIVE LINES

To: 9775 Senior Community Development Specialist II

From: 9772 Community Development Specialist

ORINATION DATE: June 25, 1984

AMENDED DATE: September 10, 2009

REASON FOR AMENDMENT To accurately reflect the current minimum qualifications defined in the most recent job analysis conducted for this job code.

BUSINESS UNIT(S): CMMN, SFMTA

Standard Information

Disaster Service Work

All City and County of San Francisco employees are designated Disaster Service Workers through state and local law (California Government Code Section 3100-3109). Employment with the City requires the affirmation of a loyalty oath to this effect. Employees are required to complete all Disaster Service Worker-related training as assigned, and to return to work as ordered in the event of an emergency.

Historic and future compensation

Effective (Sched)	Step 1	Step 2	Step 3	Step 4	Step 5
Jan 03, 2026 (C)	\$55.9625	\$58.7375	\$61.6875	\$64.8000	\$68.0125
Jul 01, 2025 (B)	\$55.1375	\$57.8750	\$60.7750	\$63.8375	\$67.0125

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DEC correspondence with the Union

Record of Departmental Responsiveness and Labor Engagement

Requirement	Action Taken	Supporting Evidence
Meeting with Union	Conducted two separate meetings with SEIU Local 1021.	Meetings held on Jan 26 and Feb 11, 2026.
Responsiveness	Produced all requested contractor lists, spending data, and over 30 full contracts.	Data delivered on Feb 5, Feb 11, and Feb 13, 2026.
Resolution	Provided all requested clarifications and documentation without further contest.	No additional questions received from the union since Feb 13.
Specialized Expertise	Demonstrated that City staff lack the required certifications for T&TA services.	Shared Coach and Training Knowledge requirements and QFC standards.

Timeline of Union Correspondence and Meetings

I. Initial Engagement and Information Requests (Jan 21 – Jan 30)

- **Jan 21, 2026:** Matthew Ahn (DEC) confirmed a meeting invitation for January 26 to discuss the PSC amendment.
- **Jan 26, 2026: Meeting with Union:** DEC and SEIU held their initial meeting to discuss the union's concerns regarding the contracting out of services.
- **Jan 27, 2026:** SEIU followed up the meeting with a request for information regarding the scope of work, contractor lists with spending data, and internal evaluation tools.
- **Jan 30, 2026:** DEC (Katherine Kwok) sent an initial response addressing the union's requests and clarified that the original PSC had been withdrawn and resubmitted with corrected information.

II. Technical Corrections and PSC Resubmission (Feb 3 – Feb 5)

- **Feb 3, 2026:** Katherine Kwok re-sent the January 30th clarification, explaining that civil service classifications (1822, 1823, 9774, 9775) were originally listed in error and were removed because those roles are not able to perform the specialized scope of work.

- **Feb 5, 2026:** DEC issued a formal response to the RFI, providing a detailed scope of work and a table of 23 contractors.

III. Second Meeting and Justification Clarifications (Feb 9 – Feb 11)

- **Feb 9, 2026:** SEIU requested further clarification on the "Regulatory/Legal" and "Conflict of Interest" justifications cited in the updated PSC.
- **Feb 10, 2026:** Katherine Kwok provided detailed justifications, explaining that a conflict of interest exists because DEC staff cannot be both the funder and the recipient (grantee) of the same funds. There needs to be a separation of duties.
- **Feb 11, 2026: Meeting with Union:** DEC and SEIU held a second meeting from 11:30 a.m. to 12:00 p.m. to discuss requested proposals and contractor data.

IV. Comprehensive Document Production and Conclusion (Feb 11 – Feb 13)

- **Feb 11, 2026:** Immediately following the second meeting, Katherine Kwok provided the contract for the Felton Institute as requested.
- **Feb 13, 2026:** DEC provided a final, comprehensive production of documents to SEIU, including:
 - Full RFQ documents, program requirements, and quality standards.
 - Documentation on required certifications and the Quality Continuum Framework (QFC) measurable elements.
 - Zip files containing 23 executed contracts and 8 unexecuted draft contracts.
 - A summary of agreement terms and durations for all contractors under the PSC.
- **Post-Feb 13, 2026:** Since the delivery of this comprehensive package, **DEC has received no further inquiries, comments, or follow-up requests** from SEIU Local 1021 regarding this PSC.

Email thread #1

From: [Kwok, Katherine \(DEC\)](#)
To: [Jegy, Sering](#); [Eng, Sandra \(CSC\)](#)
Cc: [Ahn, Matthew \(DEC\)](#); L21pscreview@ifpte21.org; [Wright, Jonathan \(HRD\)](#); [Fathinejad, Tara \(HRD\)](#); [Stalfa, Gregory \(HRD\)](#); [Choi, Suzanne \(HRD\)](#); [Graham, Ardis \(HRD\)](#); [Brusaca, Christina](#); [PSCreview](#); [Chu, Amanda \(HRD\)](#); [Rainaldi, Linda \(HRD\)](#); [Cotter, Mike \(HRD\)](#); [DT Service Now \(TIS\)](#); [Parsons, David \(DEC\)](#); [Mezquita, Ingrid \(DEC\)](#); [Yashar, Meenoo \(DEC\)](#); [Delos Reyes, Jennifer \(DEC\)](#); [Fong, Tracy \(DEC\)](#); [Hadley, Kristin \(HRD\)](#)
Subject: RE: DEC [DHRPSC0002549] - Union Discussions Hold
Date: Thursday, February 5, 2026 1:52:00 PM
Attachments: [2025.07.01 Signed & Executed Agreement Pilot PSC Program Procedures \(2\).pdf](#)
[image004.png](#)
[image005.png](#)
[image007.png](#)

Dear Jegy,

In response to SEIU’s request to meet again regarding PSC DHRPSC0002549, and pursuant to the parties’ Collective Bargaining Agreement (CBA) and the *Agreement Regarding Personal Services Contract Pilot Program Procedure* (attached), DEC does not agree to hold an additional meeting.

DEC and SEIU met on January 26, 2026, as required under the CBA. As more than five (5) calendar days have elapsed since that meeting, this PSC is advancing in the PSC review process.

Regarding the Union's request for information, please see DEC’s responses below:

1. Scope of work for PSC #0002549

This request is for professional training and technical assistance for department-funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs. Technical assistance will be provided broadly to address issues of program quality, administrative capability, and fulfillment of state and local early care and education requirements.

2. Contractor list for the PSC from 2020 to present (with dollar values)

DEC was established in 2023; therefore, data from 2020 is not available.

Below is the awarded contractor list and current incurred spending based on the DEC Accounting Tracker for the 2025 T&TA RFQ:

PS #	Supplier Name	Spending Incurred (01.27.26)	Total Contract Amount
1000036908	<i>Learning Circle LLC</i>	\$0	\$492,886
1000036919	<i>Spears Consultancy</i>	\$82,840.25	\$518,660
1000036902	Reflect Quality Consulting	\$36,263.33	\$199,645
1000036853	<i>Re'Optima</i>	\$31,454.00	\$371,114
1000036903	Zero to Five Early Childhood International	\$57,268.33	\$196,080
1000036928	Paragon Legacy	\$0.00	\$119,265
1000036905	Collaborative Creative Connections	\$0.00	\$67,000

1000036906	Acurelas Consulting	\$31,169.50	\$167,100
1000036907	DDG Training	\$8,171.82	\$194,130
1000037248	Cassandra Coe	\$0.00	\$73,140
1000037021	Zoila Cartagena Velasquez	\$45,920.80	\$196,989
1000036920	Tarry Management and Consulting	\$20,688.50	\$139,390
1000036921	Chih-Yang Chang Brown	\$31,248.39	\$157,090
1000036922	Casey Federico	\$0.00	\$89,282
1000036923	Irene Chan	\$16,272.50	\$173,430
1000036924	Halcyon Early Childhood Services	\$31,797.50	\$171,872
1000037048	Susan Fitts	\$24,307.67	\$181,394
1000037049	Vivian Alipio Ratkewicz	\$0.00	\$134,904
1000036770	MNC	\$50,584.36	\$162,732
1000036774	Kai Ming	\$33,483.36	\$172,333
1000036777	SOMAAC	\$0.00	\$159,196
1000036771	Felton	\$0.00	\$177,490
1000037274	Community Initiatives -Fiscal Agent for Bandtec	\$0.00	\$79,256
1000037273	Blender	\$8,222.00	\$71,990

3. Copies of evaluation and program eligibility tools that DEC staff used to evaluate applicants and administered programs for DEC grants

The City objects to this request on grounds of relevancy. Please explain how this request is relevant to SEIU's scope of representation.

Sincerely,
Katherine Kwok
 Procurement & Contracts Manager



From: Jegy Sering <jegy.sering@seiu1021.org>
Sent: Tuesday, February 3, 2026 10:28 AM
To: Kwok, Katherine (DEC) <katherine.kwok@sfgov.org>; Eng, Sandra (CSC) <sandra.eng@sfgov.org>
Cc: Ahn, Matthew (DEC) <mahn@sfgov.org>; L21pscreview@ifpte21.org; Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>; Fathinejad, Tara (HRD) <tara.fathinejad@sfgov.org>; Stalfa, Gregory (HRD) <gregory.stalfa@sfgov.org>; Choi, Suzanne (HRD) <Suzanne.Choi@sfgov.org>; Graham, Ardis (HRD) <ardis.graham@sfgov.org>; Brusaca, Christina <christina.brusaca@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>; Rainaldi, Linda (HRD) <linda.rainaldi@sfgov.org>; Cotter, Mike (HRD) <Mike.Cotter@sfgov.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Parsons, David (DEC) <david.parsons@sfgov.org>; Mezquita, Ingrid (DEC) <ingrid.mezquita@sfgov.org>; Yashar, Meenoo (DEC) <meenoo.yashar@sfgov.org>; Delos Reyes, Jennifer (DEC) <jennifer.delosreyes@sfgov.org>; Fong, Tracy (DEC) <tracy.fong@sfgov.org>; Hadley, Kristin (HRD) <kristin.hadley@sfgov.org>
Subject: Re: DEC [DHRPSC0002549] - Union Discussions Hold

Hi Katherine,

We are aware of this change, and this was actually communicated to the Union when we met with the Department and the City on January 26, 2026. This is not new information to the Union. Additionally, we have already indicated our position before, and please review my earlier message sent today, February 3, 2026.

Please let me know if the City wishes to continue meeting and conferring with the Union. Feel free to propose dates to meet starting on the week of February 9, 2026.

Jegy Sering

Field Representative
San Francisco Civic Center Chapter
Department of Public Works (DPW) Chapter
SF Redevelopment Agency Chapter (OCII)

Pronouns: they/them or he/him

SEIU Local 1021

Office Address: 350 Rhode Island St #100
San Francisco, CA 94103

Direct #: (415) 307-9302

Email: jegy.sering@seiu1021.org

Member Resources Center: 1-877-687-1021

Not a member? [Member Application](#)

From: Kwok, Katherine (DEC) <katherine.kwok@sfgov.org>

Sent: Tuesday, February 3, 2026 10:04 AM

To: Jegy Sering <jegy.sering@seiu1021.org>; Eng, Sandra (CSC) <sandra.eng@sfgov.org>

Cc: Ahn, Matthew (DEC) <mahn@sfgov.org>; L21pscreview@ifpte21.org <L21pscreview@ifpte21.org>; Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>; Fathinejad, Tara (HRD) <tara.fathinejad@sfgov.org>; Stalfa, Gregory (HRD) <gregory.stalfa@sfgov.org>; Choi, Suzanne (HRD) <Suzanne.Choi@sfgov.org>; Graham, Ardis (HRD) <ardis.graham@sfgov.org>; Brusaca, Christina <christina.brusaca@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>; Rainaldi, Linda (HRD) <linda.rainaldi@sfgov.org>; Cotter, Mike (HRD) <Mike.Cotter@sfgov.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Parsons, David (DEC) <david.parsons@sfgov.org>; Mezquita, Ingrid (DEC) <ingrid.mezquita@sfgov.org>; Yashar, Meenoo (DEC) <meenoo.yashar@sfgov.org>; Delos Reyes, Jennifer (DEC) <jennifer.delosreyes@sfgov.org>; Fong, Tracy (DEC) <tracy.fong@sfgov.org>; Hadley, Kristin (HRD) <kristin.hadley@sfgov.org>

Subject: FW: DEC [DHRPSC0002549] - Union Discussions Hold

You don't often get email from katherine.kwok@sfgov.org. [Learn why this is important](#)

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Good morning Jegy,

Thank you for your message and for following up.

I wanted to note that I did send a response last week, on Friday 1/30, addressing the Union's request and providing clarification regarding PSC request DHRPSC0002549 v2.02, including the fact that the request was withdrawn by the Civil Service Commission (CSC) and that DEC has since resubmitted an updated PSC with corrected information. I realize it may not have come through on your end, so I am re-attaching my prior email below for your reference.

As outlined in that message, after checking with the Department of Human Resources (DHR), we confirmed that the civil service classifications originally listed were included in error and are not able to perform the scope of work. The updated PSC submission reflects this correction. We have also uploaded a formal memo to the PSC Management System documenting this change.

Given this updated information and the corrected PSC submission, we wanted to share this context with the Union and better understand your position regarding the need for further meet and confer on this matter.

Please let me know if you have any questions or if there is specific additional information you believe is still needed in light of the updated PSC.

Lastly, for tracking and continuity purposes, please include me on all future correspondence related to this PSC.

Thank you,

Katherine Kwok
Procurement & Contracts Manager



From: Fong, Tracy (DEC) <tracy.fong@sfgov.org>
Sent: Tuesday, February 3, 2026 9:50 AM
To: Kwok, Katherine (DEC) <katherine.kwok@sfgov.org>
Subject: FW: DEC [DHRPSC0002549] - Union Discussions Hold

I didn't see your name on this.

Tracy Fong

Deputy Director of Finance & Operations



From: Jegy Sering <jegy.sering@seiu1021.org>
Sent: Tuesday, February 3, 2026 9:49 AM
To: Ahn, Matthew (DEC) <mahn@sfgov.org>; L21pscreview@ifpte21.org; Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>; Fathinejad, Tara (HRD) <tara.fathinejad@sfgov.org>; Fong, Tracy (DEC) <tracy.fong@sfgov.org>; Stalfa, Gregory (HRD) <gregory.stalfa@sfgov.org>; Choi, Suzanne (HRD) <Suzanne.Choi@sfgov.org>; Graham, Ardis (HRD) <ardis.graham@sfgov.org>; Brusaca, Christina <christina.brusaca@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>; Rainaldi, Linda (HRD) <linda.rainaldi@sfgov.org>; Cotter, Mike (HRD) <Mike.Cotter@sfgov.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Parsons, David (DEC) <david.parsons@sfgov.org>
Subject: Re: DEC [DHRPSC0002549] - Union Discussions Hold

Good morning,

The Union is following up on the items requested on January 30, 2026. Please submit these information as soon as possible.

Additionally, the Union is requesting to continue our meet and confer. Given that the City did not provide the requested information on the dates requested, we ask that the information is provided as soon as possible and that the Union is given a few days to review the information provided. Thus, we ask that we schedule another meeting until at least the week of February 9, 2026.

We requested to meet as the Union believes that the work may be performed in-house in the future, and we are interested in proposing ways to do it. We will need information that was requested before January 30, 2026, to further determine the feasibility of conducting the work in-house.

Please feel free to contact me if there is a need for more clarification on the RFI submitted. Thank you.

Sincerely,

Jegy Sering

Field Representative

San Francisco Civic Center Chapter

Department of Public Works (DPW) Chapter

SF Redevelopment Agency Chapter (OCII)

Pronouns: they/them or he/him

SEIU Local 1021

Office Address: 350 Rhode Island St #100

San Francisco, CA 94103

Direct #: (415) 307-9302

Email: jegy.sering@seiu1021.org

Member Resources Center: 1-877-687-1021

Not a member? [Member Application](#)

From: Jegy Sering <jegy.sering@seiu1021.org>

Sent: Tuesday, January 27, 2026 11:01 AM

To: Ahn, Matthew (DEC) <mahn@sfgov.org>; L21pscreview@ifpte21.org <L21pscreview@ifpte21.org>; Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>; Fathinejad, Tara (HRD) <tara.fathinejad@sfgov.org>; Fong, Tracy (DEC) <tracy.fong@sfgov.org>; Stalfa, Gregory (HRD) <gregory.stalfa@sfgov.org>; Choi, Suzanne (HRD) <suzanne.choi@sfgov.org>; Graham, Ardis (HRD) <ardis.graham@sfgov.org>; Brusaca, Christina <christina.brusaca@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; Chu, Amanda (HRD) <Amanda.L.Chu@sfgov.org>; Rainaldi, Linda (HRD) <linda.rainaldi@sfgov.org>; Cotter, Mike (HRD) <Mike.Cotter@sfgov.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Parsons, David (DEC) <david.parsons@sfgov.org>

Subject: Re: DEC [DHRPSC0002549] - Union Discussions Hold

Hi All,

Thank you for meeting with SEIU yesterday. The Union is requesting the following information, including but not limited to, to process this meet and confer:

- Scope of work for PSC # 0002549;
- Contractor list for the PSC from 2020 to present, and please include dollar values on spending incurred by each contractor;
- copies of evaluation and program eligibility tools that DEC staff used to evaluate applicants and administered programs for DEC grants;

Please provide this information by January 30, 2026. Additionally, the Union is requesting to meet to discuss its proposals as alternatives to contracting out. The Union is requesting the following dates to meet:

- February 5 from 9am to 11am or 4-5pm
- February 6 anytime after 2pm

The City is free to suggest other dates that work, and the Union will look into its availability.

Best regards,

Jegy Sering

Field Representative

San Francisco Civic Center Chapter
Department of Public Works (DPW) Chapter
SF Redevelopment Agency Chapter (OCII)

Pronouns: they/them or he/him

SEIU Local 1021

Office Address: 350 Rhode Island St #100
San Francisco, CA 94103

Direct #: (415) 307-9302

Email: jegy.sering@seiu1021.org

Member Resources Center: 1-877-687-1021

Not a member? [Member Application](#)

From: Ahn, Matthew (DEC) <mahn@sfgov.org>

Sent: Wednesday, January 21, 2026 3:19 PM

To: Jegy Sering <jegy.sering@seiu1021.org>; L21pscreview@ifpte21.org <L21pscreview@ifpte21.org>; Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>; Fathinejad, Tara (HRD) <tara.fathinejad@sfgov.org>; Fong, Tracy (DEC) <tracy.fong@sfgov.org>; Stalfa, Gregory (HRD) <gregory.stalfa@sfgov.org>; Choi, Suzanne (HRD) <Suzanne.Choi@sfgov.org>; Graham, Ardis (HRD) <ardis.graham@sfgov.org>; Brusaca, Christina <christina.brusaca@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>; Rainaldi, Linda (HRD) <linda.rainaldi@sfgov.org>; Cotter, Mike (HRD) <Mike.Cotter@sfgov.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Parsons, David (DEC) <david.parsons@sfgov.org>

Subject: RE: DEC [DHRPSC0002549] - Union Discussions Hold

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Hi Jegy,

You should have received a meeting invitation for the 26th. Please let me know if you have any questions.

Matthew Ahn

Sr. Procurement Analyst
San Francisco Department of Early Childhood
1650 Mission Street, Suite 312, San Francisco, CA 94103



From: Jegy Sering <jegy.sering@seiu1021.org>

Sent: Wednesday, January 21, 2026 1:39 PM

To: L21pscreview@ifpte21.org; Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>; Fathinejad, Tara (HRD) <tara.fathinejad@sfgov.org>; Fong, Tracy (DEC) <tracy.fong@sfgov.org>; Stalfa, Gregory (HRD) <gregory.stalfa@sfgov.org>; Choi, Suzanne (HRD) <Suzanne.Choi@sfgov.org>; Ahn, Matthew (DEC) <mahn@sfgov.org>; Graham, Ardis (HRD) <ardis.graham@sfgov.org>; Brusaca, Christina <christina.brusaca@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>; Rainaldi, Linda (HRD) <linda.rainaldi@sfgov.org>; Cotter, Mike (HRD) <Mike.Cotter@sfgov.org>; DT Service Now (TIS) <ccsfdt@service-now.com>

Subject: Re: DEC [DHRPSC0002549] - Union Discussions Hold

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Good afternoon Matt,

Will the Department please send a calendar invite for the meeting on the 26th? The Union can also create one inviting DEC staff, and if that's the case, please let me know who will be attending from the DEC or City side.

Jegy Sering

Field Representative

San Francisco Civic Center Chapter

Department of Public Works (DPW) Chapter

SF Redevelopment Agency Chapter (OCII)

Pronouns: they/them or he/him

SEIU Local 1021

Office Address: 350 Rhode Island St #100

San Francisco, CA 94103

Direct #: (415) 307-9302

Email: jegy.sering@seiu1021.org

Member Resources Center: 1-877-687-1021

Not a member? [Member Application](#)

From: CCSF IT Service Desk <ccsfdt@service-now.com>

Sent: Wednesday, January 21, 2026 11:04 AM

To: L21pscreview@ifpte21.org <L21pscreview@ifpte21.org>; jonathan.wright@sfgov.org <jonathan.wright@sfgov.org>; tara.fathinejad@sfgov.org <tara.fathinejad@sfgov.org>; tracy.fong@sfgov.org <tracy.fong@sfgov.org>;

gregory.stalfa@sfgov.org <gregory.stalfa@sfgov.org>; suzanne.choi@sfgov.org <suzanne.choi@sfgov.org>;
mahn@sfgov.org <mahn@sfgov.org>; ardis.graham@sfgov.org <ardis.graham@sfgov.org>;
christina.brusaca@sfgov.org <christina.brusaca@sfgov.org>; PSCreview <PSCreview@seiu1021.org>;
Amanda.L.Chu@sfgov.org <Amanda.L.Chu@sfgov.org>; linda.rainaldi@sfgov.org <linda.rainaldi@sfgov.org>;
Mike.Cotter@sfgov.org <Mike.Cotter@sfgov.org>

Subject: DEC [DHRPSC0002549] - Union Discussions Hold

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Hello Matthew Ahn,

A union discussions hold has been placed on PSC [DHRPSC0002549] for the reasons below.

Union Discussions Reason: DEC will meet with SEIU Local 1021 on 1/26/26 to discuss the various items raised by the union.

PSC Summary

=====

Record Number: DHRPSC0002549 v 2.02

Description of Proposed Work: Technical, Training, and Assessment Services

Request Type: Amendment

Reason for the Request for Amendment: The initially approved PSC Amount was incorrect, only accounting for one year of funding. The \$20 million increase encompasses the actual dollar amount DEC requires for these services.

Approval Type: CSC Approval

CSC Review Reason(s):

- ✔ CSC Approval by Amount
- ✔ CSC Approval by Duration

Submitting Department: DEC

Dept PSC Coordinator: Matthew Ahn

Dept PSC Coordinator Email: mahn@sfgov.org

First Contract Start Date: 2025-09-01

Previously Approved Amount: \$10,000,000.00

Increase Amount: \$20,000,000.00

Total Amended Amount: \$30,000,000.00

Previously Approved Duration (Months): 59

Duration Increase (Months): 24

Total Amended Duration (Months): 83

Funding Source(s): City Funds

Scope of Work: Original coordinator's email: MAhn@sfgov.org. This request is for professional training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs. Technical assistance and capacity building will be provided broadly to address issues of program quality, administrative capability, and fulfillment of state and local early care and education requirements.

Job Class(es): 1822 - Administrative Analyst, 1823 - Senior Administrative Analyst, 9774 - Sr. Community Devl Spc 1, 9775 - Sr Community Dev Spec 2

PSC Justification(s)

=====

- ✔ Regulatory or legal requirements disallow use of City employees
- ✔ Conflict of interest disallows use of City employee

[Take me to the PSC Record](#)

Ref:TIS6402400_xu9rJbj4wSvrDqWbFXni

Email thread #2

Kwok, Katherine (DEC)

From: Kwok, Katherine (DEC)
Sent: Friday, February 13, 2026 12:39 PM
To: 'Jegy Sering'
Cc: DHR-Personal Services Contracts; 'L21pscreview@ifpte21.org'; Ahn, Matthew (DEC); Fong, Tracy (DEC); 'PSCreview'; 'DT Service Now (TIS)'; Stalfa, Gregory (HRD); Hadley, Kristin (HRD); Wright, Jonathan (HRD); Choi, Suzanne (HRD); Yashar, Meenoo (DEC); Delos Reyes, Jennifer (DEC)
Subject: RE: DEC [DHRPSC0002549] submitted for Union Review
Attachments: RFQ Documents.zip; Coach and Training Knowledge.pdf; QCF-Measurable Elements FYs 25-27.pdf; T&TA Executed Contracts.zip; T&TA Unexecuted Contracts.zip; T&TA Executed Contracts - Term of Agreements.png

Hi Jegy,

Per the Union's request, please find the following attached documents:

- RFQ Documents: This zip file contains the RFQ for Training, Technical Assistance, and Rating Assessment Services along with all the attachments including program requirements and quality standards.
- Coach and Training Knowledge PDF: Documentation outlining required certifications and experience as set forth in the Quality Continuum Framework (Attachment C of the RFQ).
- QFC (Quality Continuum Framework) Measurable Elements PDF: California standards for rating and assessment services as outlined in Attachment C of the RFQ
- T&TA (Training, Technical Assistance, and Rating Assessment Services) Executed Contracts zip file: Contains 23 executed contracts under this PSC
- T&TA Unexecuted Contracts: Contains eight contracts in draft form.
- T&TA Executed Contracts – Term of Agreements PNG – Duration and term of executed contracts under this PSC.

All currently executed contracts fall within the current PSC period, and the awarded amounts and contract terms are based solely on that PSC period.

Please let me know if you have any questions regarding the attached materials.

Katherine Kwok

Procurement & Contracts Manager



From: Kwok, Katherine (DEC)
Sent: Wednesday, February 11, 2026 2:48 PM
To: Jegy Sering <jegy.sering@seiu1021.org>
Cc: DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; L21pscreview@ifpte21.org; Ahn, Matthew (DEC) <mahn@sfgov.org>; Fong, Tracy (DEC) <tracy.fong@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Stalfa, Gregory (HRD) <gregory.stalfa@sfgov.org>; Hadley, Kristin

(HRD) <Kristin.Hadley@sfgov.org>; Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>; Choi, Suzanne (HRD) <suzanne.choi@sfgov.org>

Subject: RE: DEC [DHRPSC0002549] submitted for Union Review

Hi Jegy,

Per your request, attached is the contract with Felton Institute. We are in the process of compiling the remaining contracts and will provide them to you by the end of the week.

Thanks,

Katherine Kwok
Procurement & Contracts Manager



From: Jegy Sering <jegy.sering@seiu1021.org>
Sent: Wednesday, February 11, 2026 12:16 PM
To: Kwok, Katherine (DEC) <katherine.kwok@sfgov.org>
Cc: DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; L21pscreview@ifpte21.org; Ahn, Matthew (DEC) <mahn@sfgov.org>; Fong, Tracy (DEC) <tracy.fong@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Stalfa, Gregory (HRD) <gregory.stalfa@sfgov.org>; Hadley, Kristin (HRD) <kristin.hadley@sfgov.org>; Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>; Choi, Suzanne (HRD) <Suzanne.Choi@sfgov.org>
Subject: Re: DEC [DHRPSC0002549] submitted for Union Review

Good afternoon,

The Union is requesting the following information

- copy of contract between DEC and contractors for PSC # 2549, drafts and finalized
 - If possible by today, a copy of a contract between Felton institute and City/County
- regarding the data shared on the total amount awarded to each contractor, please indicate the exact duration the contract is awarded for each contractor and the time period for when the awarded amount is active for (please indicate if the duration is based on when information of the PSC is up to when DEC took over this PSC upon the Department's creation in 2023).

Please provide them by February 13, 2026.

Jegy Sering
Field Representative
San Francisco Civic Center Chapter
Department of Public Works (DPW) Chapter

SF Redevelopment Agency Chapter (OCII)

Pronouns: they/them or he/him

SEIU Local 1021

Office Address: 350 Rhode Island St #100
San Francisco, CA 94103

Direct #: (415) 307-9302

Email: jegy.sering@seiu1021.org

Member Resources Center: 1-877-687-1021

Not a member? [Member Application](#)

From: Jegy Sering <jegy.sering@seiu1021.org>

Sent: Wednesday, February 11, 2026 9:48 AM

To: Kwok, Katherine (DEC) <katherine.kwok@sfgov.org>

Cc: DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; L21pscreview@ifpte21.org
<L21pscreview@ifpte21.org>; Ahn, Matthew (DEC) <mahn@sfgov.org>; Fong, Tracy (DEC) <tracy.fong@sfgov.org>;
PSCreview <PSCreview@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Stalfa, Gregory (HRD)
<gregory.stalfa@sfgov.org>; Hadley, Kristin (HRD) <kristin.hadley@sfgov.org>; Wright, Jonathan (HRD)
<jonathan.wright@sfgov.org>; Choi, Suzanne (HRD) <Suzanne.Choi@sfgov.org>

Subject: Re: DEC [DHRPSC0002549] submitted for Union Review

Hi Katherine,

The Union is able to meet on 02/11 from 11:30am to 12:00pm. Can you please clarify that this date will work for DEC to meet, which is today?

Jegy Sering

Field Representative

San Francisco Civic Center Chapter

Department of Public Works (DPW) Chapter

SF Redevelopment Agency Chapter (OCII)

Pronouns: they/them or he/him

SEIU Local 1021

Office Address: 350 Rhode Island St #100
San Francisco, CA 94103

Direct #: (415) 307-9302

Email: jegy.sering@seiu1021.org

Member Resources Center: 1-877-687-1021

Not a member? [Member Application](#)

From: Kwok, Katherine (DEC) <katherine.kwok@sfgov.org>

Sent: Tuesday, February 10, 2026 1:05 PM

To: Jegy Sering <jegy.sering@seiu1021.org>

Cc: DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; L21pscreview@ifpte21.org <L21pscreview@ifpte21.org>; Ahn, Matthew (DEC) <mahn@sfgov.org>; Fong, Tracy (DEC) <tracy.fong@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Stalfa, Gregory (HRD) <gregory.stalfa@sfgov.org>; Hadley, Kristin (HRD) <kristin.hadley@sfgov.org>; Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>; Choi, Suzanne (HRD) <Suzanne.Choi@sfgov.org>

Subject: RE: DEC [DHRPSC0002549] submitted for Union Review

You don't often get email from katherine.kwok@sfgov.org. [Learn why this is important](#)

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good afternoon Jegy,

Please see responses to your questions below:

1. **The regulation and law that disallows the use of city employees.** There is no specific regulation or law that expressly disallows the use of City employees for this work. As designated in Article 23, Section 2A.310(b) of the San Francisco Administrative Code, the Department of Early Childhood is charged with *“establishing a universal system for high quality early learning care and education, strengthening the early care and education workforce, and building early care and education system capacity.”*The use of a PSC in this instance is therefore a management and operational determination based on programmatic needs and capacity constraints, rather than a statutory prohibition.
2. **Please specify what and whose interests are in conflict here. Is this a conflict of interest between the city and the city employees? Grantees vs the city? Grantees vs city employees?** The conflict arises because DEC is the funder of these programs, and City staff cannot simultaneously serve as recipients (grantees) of the same funds to perform the services being funded. Additionally, DEC staff do not hold the required certifications, licenses, or subject-matter qualifications to provide this specialized technical assistance.
3. **The department has previously provided this list of contractors. Please provide a copy of the actual contracts.** Before providing any contracts, we require clarification on the authority under which these documents are being requested and the relevance of these documents to the PSC review.

As previously noted, City staff classifications are only capable of managing, supporting, and monitoring contractors performing this work. There are no civil service classifications with the expertise, credentials, or certifications necessary to carry out these Technical, Training, and Assessment (T&TA) services, which include specialized training and technical assistance for City-funded early care and education programs.

We are available to discuss further in a meeting at the following times:

- Wednesday, 2/10, 11:00–11:30 a.m.
- Thursday, 2/11, 11:30 a.m.–12:00 p.m.

Regards,

Katherine Kwok

Procurement & Contracts Manager



From: Fong, Tracy (DEC) <tracy.fong@sfgov.org>
Sent: Monday, February 9, 2026 12:06 PM
To: Kwok, Katherine (DEC) <katherine.kwok@sfgov.org>
Subject: FW: DEC [DHRPSC0002549] submitted for Union Review

FYI

Tracy Fong
Deputy Director of Finance & Operations



From: Jegy Sering <jegy.sering@seiu1021.org>
Sent: Monday, February 9, 2026 12:04 PM
To: DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; L21pscreview@ifpte21.org; Ahn, Matthew (DEC) <mahn@sfgov.org>; Fong, Tracy (DEC) <tracy.fong@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>
Subject: Re: DEC [DHRPSC0002549] submitted for Union Review

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello,
Since the city cited the following justifications:

PSC Justification(s)

=====

Regulatory or legal requirements disallow use of City employees
Conflict of interest disallows use of City employee

Please provide the following information within 3 calendar days.

1. the regulation and law that disallows the use of city employees.
2. Please specify what and whose interests are in conflict here. Is this a conflict of interest between the city and the city employees? Grantees vs the city? Grantees vs city employees?
3. The department has previously provided this list of contractors. Please provide a copy of the actual contracts. Here are the list of contractors that the Union was previously provided:

PS #	Supplier Name	Spending Incurred (01.27.26)	Total Contract Amount
1000036908	<i>Learning Circle LLC</i>	\$0	\$492,886
1000036919	<i>Spears Consultancy</i>	\$82,840.25	\$518,660
1000036902	Reflect Quality Consulting	\$36,263.33	\$199,645
1000036853	<i>Re'Optima</i>	\$31,454.00	\$371,114
1000036903	<i>Zero to Five Early Childhood International</i>	\$57,268.33	\$196,080
1000036928	<i>Paragon Legacy</i>	\$0.00	\$119,265
1000036905	<i>Collaborative Creative Connections</i>	\$0.00	\$67,000
1000036906	Acurelas Consulting	\$31,169.50	\$167,100
1000036907	DDG Training	\$8,171.82	\$194,130
1000037248	Cassandra Coe	\$0.00	\$73,140
1000037021	Zoila Cartagena Velasquez	\$45,920.80	\$196,989
1000036920	Tarry Management and Consulting	\$20,688.50	\$139,390
1000036921	Chih-Yang Chang Brown	\$31,248.39	\$157,090
1000036922	Casey Federico	\$0.00	\$89,282
1000036923	Irene Chan	\$16,272.50	\$173,430
1000036924	Halcyon Early Childhood Services	\$31,797.50	\$171,872
1000037048	Susan Fitts	\$24,307.67	\$181,394
1000037049	Vivian Alipio Ratkewicz	\$0.00	\$134,904
1000036770	MNC	\$50,584.36	\$162,732
1000036774	Kai Ming	\$33,483.36	\$172,333
1000036777	SOMAAC	\$0.00	\$159,196
1000036771	Felton	\$0.00	\$177,490
1000037274	Community Initiatives - Fiscal Agent for Bandtec	\$0.00	\$79,256
1000037273	Blender	\$8,222.00	\$71,990

Please note that this is merely a request for information and does not constitute an objection yet to this PSC or a request for meeting. The Union reserves the right to object to this PSC and/or requests for the meeting within the next 10 days.

However, a failure to provide the requested information or within the time frame requested may cause the union to object to this PSC and submit this automatically to factfinder review.

Best,

Jegy Sering

Field Representative
San Francisco Civic Center Chapter
Department of Public Works (DPW) Chapter
SF Redevelopment Agency Chapter (OCII)

Pronouns: they/them or he/him

SEIU Local 1021

Office Address: 350 Rhode Island St #100
San Francisco, CA 94103

Direct #: (415) 307-9302
Email: jegy.sering@seiu1021.org
Member Resources Center: 1-877-687-1021
Not a member? [Member Application](#)

From: CCSF IT Service Desk <ccsfdt@service-now.com>
Sent: Monday, February 9, 2026 9:38 AM
To: DHR-PersonalServicesContracts@sfgov.org <DHR-PersonalServicesContracts@sfgov.org>; L21pscreview@ifpte21.org <L21pscreview@ifpte21.org>; mahn@sfgov.org <mahn@sfgov.org>; tracy.fong@sfgov.org <tracy.fong@sfgov.org>; PSCreview <PSCreview@seiu1021.org>
Subject: DEC [DHRPSC0002549] submitted for Union Review

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello union representatives,

DEC is requesting your review of PSC [DHRPSC0002549]. Please see relevant details of this request below and in the attached document(s). **Should you have any questions or objections, please state them by replying all to this email by 2026-02-16. If you would like to request a factfinder review for this PSC, please submit the [PSC factfinder review request form](#) within 5 days of your initial meeting with the department.**

PSC Summary

=====

Record Number: DHRPSC0002549 v 2.03

Description of Proposed Work: Technical, Training, and Assessment Services

Request Type: Amendment

Reason for the Request for Amendment: The initially approved PSC Amount was inaccurate. After one year of providing these services, we realized that we need additional funding. The \$20 million increase encompasses the actual dollar amount DEC requires for these services.

Approval Type: CSC Approval

CSC Review Reason(s):

- ✔ CSC Approval by Amount
- ✔ CSC Approval by Duration
- ✔ CSC Approval by Scope

Submitting Department: DEC

Dept PSC Coordinator: Matthew Ahn

Dept PSC Coordinator Email: mahn@sfgov.org

First Contract Start Date: 2025-09-01

Previously Approved Amount: \$10,000,000.00

Increase Amount: \$20,000,000.00

Total Amended Amount: \$30,000,000.00

Previously Approved Duration (Months): 59

Duration Increase (Months): 24

Total Amended Duration (Months): 83

Funding Source(s): City Funds

Scope of Work: Original coordinator's email: MAhn@sfgov.org. This request is for professional training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Program improvement may also be made available as continuing education to department staff whose roles involve support of funded programs. Technical assistance and program improvement will be provided broadly to address issues of program quality, administrative capability, and fulfillment of state and local early care and education requirements.

Job Class(es): -None- - None Selected

Labor Unions: No Union Selected -

PSC Justification(s)

=====

- ✔ Regulatory or legal requirements disallow use of City employees
- ✔ Conflict of interest disallows use of City employee

Ref:TIS6445906_zTG2icdDTDkx53bzUlHL

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: DEC

Submitted By: Matthew Ahn

Department Coordinator: Matthew Ahn,
mahn@sfgov.org

Project Manager: Tracy Fong

ServiceNow Number: DHRPSC0002549

Version: 2.03

Version Type: Amendment

Legacy PSC #: 46649-23/24

Brief description of proposed work: Technical, Training, and Assessment Services

Reason for the Request for Amendment: The initially approved PSC Amount was inaccurate.

After one year of providing these services, we realized that we need additional funding. The \$20 million increase encompasses the actual dollar amount DEC requires for these services.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount
- Requires CSC Approval by Duration
- Requires CSC Approval by Scope

Amount

Previously Approved Amount: \$10,000,000

Increase Amount: \$20,000,000

Why are you requesting the PSC amount to be increased?: The initially approved PSC Amount was inaccurate. The \$20 million increase encompasses the actual dollar amount DEC requires for these services.

Total Amended Amount: \$30,000,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 59

Duration Increase (months): 24

Why are you requesting the PSC duration to be increased: To accommodate the contract term dates for contracts stemming from this PSC.

Total Amended Duration (months): 83

First Contract Start Date: 9/1/2025

PSC Duration End Date: 8/1/2032

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Are you making substantive changes to the scope of work last approved?: Yes

Clearly describe scope and detail the services to be performed: Original coordinator's email: MAhn@sfgov.org.

This request is for professional training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Program improvement may also be made available as continuing education to department staff whose roles involve support of funded programs.

Technical assistance and program improvement will be provided broadly to address issues of program quality, administrative capability, and fulfillment of state and local early care and education requirements.

Has your response to any of the following questions changed?: Yes

Why are these services required and what are the consequences of denial?: The service is necessary because the Department of Early Childhood needs to ensure quality and required programming across our city funded system of over 400 center based and family child care programs. As designated in Article 23, Section 2A.310 b. of the San Francisco Administrative Code, the Department of Early Childhood is charged with "Establishing a universal system for high quality early learning care and education, strengthening the early care and education workforce, and building early care and education system capacity."

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 20

Why have you not hired City employees to perform the services?: The scope of work that we're requesting requires specialized certification to perform these services. City staff do not have the capacity to provide ongoing technical assistance at scale over a multi year period.

Board and Commission Approvals

Has your response to any of the following questions changed?: No

Will any contracts under this PSC require department Commission approval: Department does not have a Commission

Will any contracts under this PSC require Board of Supervisors approval: No

Justification

Has your response to Q1 changed?: No

Q1 - Are there any regulatory or legal requirements supporting outsourcing of this work?:

Yes

Q1a) Clearly describe & site the regulatory/legal requirements to support outsourcing: As designated in Article 23, Section 2A.310 b. of the San Francisco Administrative Code, the Department of Early Childhood is charged with "Establishing a universal system for high quality early learning care and education, strengthening the early care and education workforce, and building early care and education system capacity."

Has your response to any of the following questions changed?: No

Q2 - Does performing these services cause a conflict of interest?: Yes

Clearly describe the circumstances and the conflict of interest: Due to the sensitive nature of some technical assistance and assessments engagements, city employees won't be able to perform said technical assistance and assessments responsibilities without conflict of interests.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?: Yes

Job Class(es): -None- - None Selected

Labor Unions: No Union Selected -

Labor Union Email Addresses: anthony@dc16.us, charlie@local377.com, mbeauchamp@oe3.org, ccarr@oe3.org, pking@uapd.com, pfinn@ibt856.org, mleach@ibt856.org, plangrooferslocal40@gmail.com, laborers261@gmail.com, nick@dc16.us, PSCreview@seiu1021.org, lvega@nccrc.org, president@twusf.org, PSCreview@seiu1021.org, PSCreview@seiu1021.org, pking@uapd.com, mleach@ibt856.org, cpark@local39.org, jvarga@ibt856.org, PSCreview@seiu1021.org, L21pscreview@ifpte21.org, president@twusf.org, president@sfsherriffsmsa.org, cjohnson@bac3-ca.org, mhenneberry@teamsters853.org, staff@sfmea.com, mleach@ibt856.org, laborers261@gmail.com, president@twusf.org, jb@local16.org, local22publicsector@nccrc.org, john.lenny@sfgov.org, sfcwupresidentjleonard@yahoo.com, local200twu@sbcglobal.net, staff@sfmea.com, Louis@sfpoa.org, joshv@smw104.org, administration@sffdlocal798.org, PSCreview@seiu1021.org, pmendeziamaw@comcast.net, dvickers@iam1414.org, administration@sffdlocal798.org, larryjr@ualocal38.org, president@twusf.org, WOrellana@opcmialocal300.org, L21pscreview@ifpte21.org, PSCreview@seiu1021.org, President@sanfranciscodsa.com, staff@sfmea.com, mleach@ibt856.org, ibew6@ibew6.org, oashworth@ibew6.org, sfdpoa@yahoo.com

Union Review Sent On: 2/9/2026

Union Review End Date: 2/16/2026
Union Review Duration Met On: 2/16/2026

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: DEC

Submitted By: Matthew Ahn

Department Coordinator: Matthew Ahn,
mahn@sfgov.org

Project Manager: Tracy Fong

ServiceNow Number: DHRPSC0002549

Version: 1.01

Version Type: Amendment

Legacy PSC #: 46649-23/24

Brief description of proposed work: Technical, Training, and Assessment Services

Reason for the Request for Amendment: Delay in the release of the RFQ.

Amount

Previously Approved Amount: \$10,000,000

Increase Amount: \$0

Why are you requesting the PSC amount to be increased?:

Total Amended Amount: \$10,000,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 24

Duration Increase (months): 35

Why are you requesting the PSC duration to be increased: Delay in the release of the RFQ.

Total Amended Duration (months): 59

First Contract Start Date:

PSC Duration End Date:

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Are you making substantive changes to the scope of work last approved?: No

Clearly describe scope and detail the services to be performed: Original coordinator's email: MAhn@sfgov.org.

This request is for professional training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be

made available as continuing education to department staff whose roles involve support of funded programs.

Technical assistance and capacity building will be provided broadly to address issues of program quality, administrative capability, and fulfillment of state and local early care and education requirements.

Why are these services required and what are the consequences of denial?: The service is necessary because the Department of Early Childhood needs to ensure quality and required programming across our city funded system of over 400 center based and family child care programs. As designated in Article 23, Section 2A.310 b. of the San Francisco Administrative Code, the Department of Early Childhood is charged with "Establishing a universal system for high quality early learning care and education, strengthening the early care and education workforce, and building early care and education system capacity."

Has your department contracted out these services in the last three years?: No

Board and Commission Approvals

Will any contracts under this PSC require department Commission approval: Department does not have a Commission

Will any contracts under this PSC require Board of Supervisors approval: No

Justification

Has your response to Q1 changed?: No

Q1 - Are there any regulatory or legal requirements supporting outsourcing of this work?:

Yes

Q1a) Clearly describe & site the regulatory/legal requirements to support outsourcing: As designated in Article 23, Section 2A.310 b. of the San Francisco Administrative Code, the Department of Early Childhood is charged with "Establishing a universal system for high quality early learning care and education, strengthening the early care and education workforce, and building early care and education system capacity."

Q2 - Does performing these services cause a conflict of interest?: Yes

Clearly describe the circumstances and the conflict of interest: Due to the sensitive nature of some technical assistance and assessments engagements, city employees won't be able to perform said technical assistance and assessments responsibilities without conflict of interests.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?:

Job Class(es): 1823 - Senior Administrative Analyst, 9774 - Sr. Community Devl Spc 1, 1822 -

Administrative Analyst, 9775 - Sr Community Dev Spec 2

Labor Unions: 021 - Prof & Tech Eng, Local 21, 790 - SEIU, Local 1021, Misc

Labor Union Email Addresses: L21pscreview@ifpte21.org, PSCreview@seiu1021.org

Union Review Sent On: 9/12/2024

Union Review End Date: 11/11/2024

Union Review Duration Met On: 11/11/2024

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: Department of Early Childhood -- DEC Dept. Code: DEC

Type of Request: Initial Modification of an existing PSC (PSC # _____)

Type of Approval: Expedited Regular (Omit Posting)

Type of Service: Technical, Training, and Assessment Services

Funding Source: Mixed Funds PSC Duration: 1 year 52 weeks
PSC Amount: \$10,000,000 PSC Est. Start Date: 07/01/2024 PSC Est. End Date: 06/30/2026

1. Description of Work

A. Scope of Work:

This request is for professional training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.

Technical assistance and capacity building will be provided broadly to address issues of program quality, administrative capability, and fulfillment of state and local early care and education requirements.

B. Explain why this service is necessary and the consequence of denial:

The service is necessary because the Department of Early Childhood needs to ensure quality and required programming across our city funded system of over 400 center based and family child care programs. As designated in Article 23, Section 2A.310 b., the Department of Early Childhood is charged with "Establishing a universal system for high quality early learning care and education, strengthening the early care and education workforce, and building early care and education system capacity."

Without these services, we would not have the ability to fulfill this charter.

C. Has this service been provided in the past. If so, how? If the service was provided via a PSC, provide the most recently approved PSC # and upload a copy of the PSC.

This service was conducted in the past by First 5 San Francisco which was a county entity that was solely funded by state dollars.

D. Will the contract(s) be renewed? Yes, based upon funding availability.

2. Union Notification: On 01/19/2024, the Department notified the following employee organizations of this PSC/RFP request: Architect & Engineers, Local 21; Management & Superv Local 21; Prof & Tech Eng, Local 21; Professional & Tech Engr:

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 46649 - 23/24

DHR Analysis/Recommendation:

04/15/2024

Commission Approval Required

Approved by Civil Service Commission

DHR Approved for 04/15/2024

3. Description of Required Skills/Expertise

A. Specify required skills and/or expertise:

Certified subject matter experts with expertise in a broad array of child development topics, including but not limited to early care & education; state required classroom assessment; family support; diversity, equity, and inclusion; classroom environment rating scale; California child development permit advising; California preschool and infant/toddler learning foundation.

B. Which, if any, civil service class(es) normally perform(s) this work?

1822,1823,9774,9775,

C. Will contractor provide facilities and/or equipment not currently possessed by the City? If yes, explain:

No

4. Why Classified Civil Service Cannot Perform

A. Explain why civil service classes are not applicable:

The department utilizes civil service classes in the 9700 Community Development Specialist and 1800 Administrative Analyst series for the ongoing monitoring and administration of grants. However, these classes do not have the capacity to provide ongoing technical assistance at scale over a multi-year period.

Additionally, due to the sensitive nature of some technical assistance engagements, it would be a conflict of

B. Would it be practical to adopt a new civil service class to perform this work? Explain.

No, because it requires specialized certification to perform these services.

5. Additional Information (if “yes”, attach explanation)

YES NO

- | | | |
|--|-------------------------------------|-------------------------------------|
| A. Will the contractor directly supervise City and County employee? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| B. Will the contractor train City and County employee?
No on general services but a possibility on certification. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| C. Are there legal mandates requiring the use of contractual services? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| D. Are there federal or state grant requirements regarding the use of contractual services? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| E. Has a board or commission determined that contracting is the most effective way to provide this service? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| F. Will the proposed work be completed by a contractor that has a current PSC contract with your department? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

THE ABOVE INFORMATION IS SUBMITTED AS COMPLETE AND ACCURATE ON BEHALF OF THE DEPARTMENT HEAD ON 03/18/2024 BY:

Name: Matthew Ahn Phone: 6286523063 Email: MAhn@sfgov.org

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

List of Previously Approved Contracts for Similar Services (Measured 3 years from the PSC Submission Date)

Dept Acronym:	DEC
Dept Name:	Department of Early Childhood
PSC Coordinator Name:	Matthew Ahn
PSC Coordinator Email:	MAhn@sfgov.org
PSC ServiceNow Record No.:	DHRPSC0002549 2.03

PS Contract ID	Contract Start Date	Contract End Date	Contract Not to Exceed Amount	PSC ServiceNow Record Number (if PSC approval was obtained)	Brief Description of Services Rendered
1000036908	11/1/2025	6/30/2027	\$492,886	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036919	11/1/2025	6/30/2027	\$518,660	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036902	9/1/2025	8/31/2026	\$199,645	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036853	11/1/2025	6/30/2027	\$371,114	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036903	9/1/2025	8/31/2026	\$196,080	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036928	9/1/2025	8/31/2026	\$119,265	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036905	9/1/2025	8/31/2027	\$67,000	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036906	9/1/2025	8/31/2026	\$167,100	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036907	9/1/2025	8/31/2027	\$194,130	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000037248	9/1/2025	8/31/2027	\$73,140	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000037021	9/1/2025	8/31/2026	\$196,989	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036920	9/1/2025	8/31/2027	\$139,390	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036921	9/1/2025	8/31/2026	\$157,090	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036922	9/1/2025	8/31/2027	\$89,282	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036923	9/1/2025	8/31/2027	\$173,430	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036924	9/1/2025	8/31/2026	\$171,872	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000037048	9/1/2025	8/31/2026	\$181,394	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000037049	9/1/2025	8/31/2027	\$134,904	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036770	9/1/2025	8/31/2026	\$162,732	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036774	9/1/2025	8/31/2026	\$172,333	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000036777	9/1/2025	8/31/2027	\$159,196	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.

1000036771	9/1/2025	8/31/2026	\$177,490	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.
1000037273	9/1/2025	8/31/2026	\$71,990	DHRPSC0002549 v2.0	Training and technical assistance for department funded programs providing direct services to children (birth to 5) and their families. Capacity building may also be made available as continuing education to department staff whose roles involve support of funded programs.

Memorandum

Date: January 29, 2026

To: Civil Service Commission (CSC) and Local 1021 Union

From: Department of Early Childhood (DEC)

Re: Correction to PSC Form 1 – Technical, Training, and Assessment (T&TA) Services
(DHRPSC0002549)

This memo serves to correct an error in the original PSC Form 1 submission for PSC request DHRPSC0002549 regarding Technical, Training, and Assessment (T&TA) Services.

The original request listed certain civil service classifications (1822, 1823, 9774, 9775) as capable of performing the scope of work. After review with the Department of Human Resources (DHR), this is incorrect. The classifications listed are only capable of managing, supporting, and monitoring the contractors performing the work. There are no civil service classifications that perform these T&TA services and activities, which include specialized training and technical assistance for city-funded early care and education programs.

The inclusion of these classifications was an error and contributed to triggering the union review. DEC is seeking to amend PSC request DHRPSC0002549, including any amendments pertaining to this PSC, to reflect that the services require external professional expertise, as they cannot be performed by existing civil service staff.