

MEETING MINUTES

CHILDREN AND FAMILIES COMMISSION & EARLY CHILDHOOD COMMUNITY OVERSIGHT AND ADVISORY COMMITTEE JOINT MEETING

DATE: January 28, 2026

TIME: 4:30 pm-6:30 pm

LOCATION: 1650 MISSION STREET, SUITE 312, SAN FRANCISCO CA 94103

Public Comment Email: sfdec@sfgov.org

1. Called to order at 4:35 PM, only CFC meeting, COAC quorum not established
2. Roll call

Present: Elizabeth Winograd, Michael Lambert, Aline Armstrong, Susie Smith, Sherrice Dorsey-Smith, Amanda Pyle

3. General public comment
4. Agenda items public comment

Email public comment from oscar.fccasf@gmail.com:

I want to acknowledge that the increase in ELFA sites is a positive and important development, reflecting progress in expanding access and provider participation. At the same time, it is helpful to consider this data within the broader system context. While the number of ELFA sites has increased, total licensed child care capacity declined by approximately 1,217 slots between 2023 and 2025. This suggests that site growth has not yet translated into overall capacity recovery.

One contributing factor appears to be a market shift driven by rising AMI thresholds. As more families become subsidy-eligible, the private-pay market has contracted. Programs that rely primarily on private-pay enrollment are finding it increasingly difficult to fill slots, and some are downsizing or closing before they are able to transition into subsidized contracts.

This creates a timing challenge. If market disruption is occurring faster than ELFA onboarding—currently at roughly 20 new contracts per year—there is a risk of continued net capacity loss during the transition, even as we plan for growth.

The question this raises is not whether ELFA expansion is the right direction, but whether the pace and sequencing of onboarding are aligned with on-the-ground market changes, so that capacity is preserved rather than unintentionally lost.

Thank you for considering this comment as part of the public record.

5. Joint Body Member updates

Chair Winograd: Mayor Lurie just announced a historic expansion of early care and education financial support for families. Recognition to our ECE community for accomplishing this win!

6. CPAC updates

Vice Chair Guidry:

UPK Mixed Work Group- meeting tomorrow for a presentation from the Early Intervention and Inclusion Equity Taskforce. This presentation will provide a deeper dive into inclusion which is embedded in the UPK workgroup's equity action plan. Workgroup will focus on needs assessment and gap analysis

CPAC Workgroups- CPAC Workgroups have finalized their 2026 goals with as a part of this work we are focused on ensuring the correlation of each work group's goals with the collective policy platform.

CPAC Officers- Chair Ryan Hazelton, 1st Chair Yensing Sihapanya, 2nd Chair Elizabeth Winograd, Secretary Claudia Quinonez, Treasurer Mark Tao

Zip code priorities- In alignment with state and local policy CPAC will be reviewing San Francisco zip code priorities in San Francisco and submitting a report to CDSS and CDE in May.

Committee member Emily de Ayora arrived, and EC COAC quorum was reached.

COAC Roll Call: Monique Guidry, Connor Skelly, Emily de Ayora Moriarty, Abigail Stewart-Kahn, Barbara Walden

Absent: Cindy Lopez-Chastain, Christie Herrera, Krystle Danridge-Pierson

7. Executive Director updates

Director Mezquita:

Budget presentation- Thanks to Liz for mentioning Mayor Lurie's historic expansion as announced with his state of the city address. The budget presentation and impact report will hold the bulk of the updates as we expand opportunity for San Francisco's children.

New EC COAC Members-

Connor Skelly serves as chief operating officer of Perez Construction, helping to scale a family-owned business and positioning it to earn recognition as one of the Bay Area's fastest-growing private companies. Skelly previously worked as a consultant scaling impact across education, housing, and workforce development. His career began in public education as a math teacher and dean in the San Francisco Unified School District, and he has continued his commitment to service through board leadership roles at several San Francisco nonprofits. A father of four, Skelly brings a deep commitment to strengthening how government serves families and communities across the city.

Barbara E. Walden is the Early Education Program Director at MNC Inspiring Success (MNC), where she oversees a comprehensive early childhood education program serving children ages 0–5 and their families, with responsibility for a staff of more than 100. Her role includes staff management, program quality, continuous improvement, and fiscal oversight across federal, state, and local funding contracts, ensuring compliance, accountability, and high-quality service delivery. Over the last few years, she has led the program through strategic changes and expansions in response to community needs and works closely with community partners to support educators, families, and children.

- Barbara holds a master's degree in public administration from San Francisco State University and brings more than 20 years of experience in education and nonprofit administration. She began her career as a classroom teacher working

with underserved communities, an experience that continues to inform her equity-centered approach to educational systems and public service. She has been with MNC since 2009, advancing through roles of increasing responsibility to her current leadership position.

- A San Francisco native, mother of two, and former Head Start parent, Barbara is deeply engaged in civic and policy advocacy. She is a member of the SF Children's Council Black Early Educators Policy Council, a founding member of the National Black Child Development Institute - San Francisco Village Chapter, and an active advocate for early childhood education, immigration rights, and local initiatives benefiting children and families.

8. Discussion and possible action to approve the October 8, 2025 meeting minutes

(Action item) [Body members provided with the following: draft minutes]

Vice Chair Lambert moved to approve

Commissioner Armstrong seconded

Ayes: Elizabeth Winograd, Michael Lambert, Aline Armstrong, Susie Smith, Sherrice Dorsey-Smith, Amanda Pyle, Monique Guidry, Connor Skelly, Emily de Ayora Moriarty, Abigail Stewart-Kahn

Abstention: Barbara Walden

Approved at 4:47 PM

9. **Action Item - Children and Families Commission Members:** Discussion and possible action to Approve a Family Resource Center (FRC) grant sole source waiver and contract up to \$1,400,000 with Our Family Coalition from January 1, 2026 through June 30, 2029 (CFC only action item)

Vice Chair Lambert moved to approve

Commissioner Smith seconded

Unanimously approved at 4:54 PM

10. Discussion of the Department of Early Childhood's Impact Report, including the effectiveness of Early Care and Education for All Initiative (Discussion Item)

See Appendix A

11. Discussion on the Department of Early Childhood draft spending priorities for fiscal year 2026-27 and 2027-28 (Discussion item) [Body members provided with the following: draft budget priorities]

See Appendix A

12. Adjourn at 6:08 PM

Commissioner Smith moved to adjourn

Commissioner Armstrong seconded

Unanimously approved at 6:08 PM

Know Your Rights

PUBLIC RECORDS REQUESTS

Every City Department must provide members of the public with timely and transparent access to public records and information under the [San Francisco Sunshine Ordinance](#) and the [California Public Records Act](#).

For questions about DEC's public information request policy or to make a public records request please email dec.publicrecords@sfgov.org.

SUNSHINE ORDINANCE

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, please contact: Sunshine Ordinance Task Force Administrator.

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Copies of the Sunshine Ordinance can be obtained from the Clerk of the Sunshine Task Force, the San Francisco Public Library and on the City's website at www.sfgov.org. Copies of explanatory documents are available to the public online at <http://www.sfbos.org/sunshine> or, upon request to the Commission Secretary, at the above address or phone number.

LANGUAGE ACCESS

Per the Language Access Ordinance (Chapter 91 of the San Francisco Administrative Code), Chinese, Spanish, and/or Filipino (Tagalog) interpreters will be available upon requests. Meeting Minutes may be translated, if requested, after they have been adopted by the Commission. Assistance in additional languages may be honored whenever possible. To request assistance with these services please contact the Commission Secretary Arianna Cruz-Sellu at arianna.cruz-sellu@sfgov.org or (628) 652-3058. at least 48 hours in advance of the hearing. Late requests will be honored if possible.

DISABILITY ACCESS

Children and Families Commission hearings and Early Childhood Community Oversight and Advisory Committee hearings are held at 1650 Mission Street, 3rd floor, San Francisco. The building and meeting room are wheelchair accessible. Remote public participation is available upon request for individuals who cannot attend in person due to disability. Making a request to participate remotely no later than one (1) hour prior to the start of the meeting helps ensure availability of the meeting link. Sign Language Interpretation is also available upon request. Captions can be enabled if participating remotely.

If requesting remote Sign Language Interpretation, please submit an accommodation request a minimum of four (4) business hours prior to the start of the meeting. Allowing a minimum of 48 business hours for all other accommodation requests (for example, for other auxiliary aids and services) helps ensure availability. To request accommodation, please contact Arianna Cruz-Sellu at arianna.cruz-sellu@sfgov.org or (628) 652-3058.

LOBBYIST ORDINANCE

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code 2.100] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102, (415) 252-3100, FAX (415) 252-3112, website: sfgov.org/ethics.

認識您的權利

索取公共記錄

根據《三藩市陽光條例》([San Francisco Sunshine Ordinance](#)) 及《加州公共記錄法案》([California Public Records Act](#))，每個市政部門都必須為公眾提供及時和透明的公共記錄和訊息。

如對「早期幼兒教育部」的索取公共記錄政策有任何疑問，或欲索取公共記錄，請發送電子郵件至 dec.publicrecords@sfgov.org。

《陽光條例》

政府的職責是服務大眾，並在大眾的監督下作出決定。設立市縣的委員會、董事會、理事會和其他機構的目的，是為市民處理事務。此條例確保審議工作是在市民的監督下進行，並確保城市的運作能公開給市民審查。欲了解根據《陽光條例》下您所擁有的權利（《三藩市行政法典》第 67 章）或舉報違反條例的行為，請聯絡：「陽光條例專案小組」負責人。

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《陽光條例》的副本可向「陽光條例專案小組」職員或三藩市公共圖書館索取，以及在市政府網站 www.sfgov.org 查閱。大眾可於網上查閱附帶說明的文件副本（網址：<http://www.sfbos.org/sunshine>），或透過上述地址或電話號碼向委員會秘書索取。

語言便利服務

根據《語言便利條例》（《三藩市行政法典》第 91 章），我們可按要求提供中文、西班牙文及/或菲律賓文（他加祿語）的口譯服務。會議記錄在獲得委員會通過後可翻譯成所要求的語言。我們將盡可能提供其他語言的協助。欲要求相關的協助服務，請於聽證會前至少 48 小時，聯絡委員會秘書 Arianna Cruz-Sellu（電郵地址：arianna.cruz-sellu@sfgov.org），或致電 (628) 652-3058。對於遲來的請求，我們將盡可能配合。

便利殘障人士服務

「兒童及家庭委員會」聽證會及「早期幼兒社區監督和諮詢委員會」聽證會於以下地點舉行：1650 Mission Street, 3rd floor, San Francisco. 大樓及會議室均方便輪椅人士出入。對於因殘障而無法親自出席會議的人士，我們可應要求提供遠程公眾參與服務。請最遲在會議開始前一 (1) 小時提出遠程參與要求，有助確保我們能夠提供會議連結。我們也可應要求提供手語翻譯。遠程參與的人士也可以啟動字幕。

如要求遠程手語翻譯，請在會議開始前至少四 (4) 個辦公小時提交有關安排的要求。對於所有其他安排的要求（如其他輔助設備和服務），請至少在 48 個辦公小時前提出，有助確保我們能夠配合。欲要求便利性安排，請聯絡委員會秘書 Arianna Cruz-Sellu（電郵地址：arianna.cruz-sellu@sfgov.org），或致電 (628) 652-3058。

《遊說條例》

《三藩市遊說條例》[三藩市推廣及政府行為準則 2.100] 規定，影響或試圖影響地方立法或行政行動的個人和實體在進行遊說活動前，可能需要作出登記及通知。欲了解《遊說條例》的詳情，請聯絡「三藩市道德委員會」，地址：25 Van Ness Avenue, Suite 220, San Francisco, CA 94102，電話：(415) 252-3100，傳真：(415) 252-3112，網站：sfgov.org/ethics。

Conozca sus derechos

SOLICITUDES DE REGISTROS PÚBLICOS

Todos los departamentos municipales deben proporcionarles a los ciudadanos un acceso oportuno y transparente a los registros públicos y a la información de conformidad con la [Ordenanza Sunshine de San Francisco](#) y la [Ley de Registros Públicos de California](#).

Si tiene preguntas sobre la política de solicitud de información pública de DEC o si desea realizar una solicitud de registros públicos, por favor envíe un email a dec.publicrecords@sfgov.org.

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El deber del gobierno es servir al público, tomando sus decisiones a la plena vista del público. Las comisiones, juntas, consejos y otras agencias de la Ciudad y el Condado existen para conducir los asuntos de los ciudadanos. Esta ordenanza garantiza que las deliberaciones se lleven a cabo ante el pueblo y que las operaciones de la Ciudad estén abiertas a la revisión por parte de la población. Para obtener información sobre sus derechos de conformidad con la Ordenanza Sunshine (Capítulo 67 del Código Administrativo de San Francisco) o para denunciar una infracción de la ordenanza, por favor póngase en contacto con: Administrador del Grupo de Trabajo de la Ordenanza Sunshine.

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Se pueden obtener copias de la Ordenanza Sunshine con el secretario del Grupo de Trabajo de Sunshine, en la Biblioteca Pública de San Francisco y en el sitio web de la Ciudad en www.sfgov.org. Las copias de los documentos explicativos están a disposición del público por Internet en <http://www.sfbos.org/sunshine> o, previa solicitud al Secretario de la Comisión, en la dirección o el número de teléfono indicados anteriormente.

ACCESO LINGÜÍSTICO

De acuerdo con la Ordenanza de Acceso Lingüístico (Capítulo 91 del Código Administrativo de San Francisco), se dispondrá de intérpretes de chino, español y/o filipino (tagalo) si así se solicita. Las actas de las reuniones podrán traducirse, si así se solicita, una vez que hayan sido adoptadas por la Comisión. Siempre que sea posible, se podría ofrecer asistencia en otros idiomas. Para solicitar asistencia con estos servicios, por favor póngase en contacto con la Secretaria de la Comisión Arianna Cruz-Sellu escribiendo a arianna.cruz-sellu@sfgov.org o llamando al (628) 652-3058 al menos 48 horas antes de la audiencia. En la medida de lo posible, se atenderán las solicitudes presentadas con retraso.

ACCESO PARA DISCAPACITADOS

Las audiencias de la Comisión de Niños y Familias y las audiencias del Comité Asesor y de Supervisión Comunitaria de la Primera Infancia se celebran en 1650 Mission Street, 3^{er} piso, San Francisco. El edificio y la sala de reuniones son accesibles en silla de ruedas. La participación del público a distancia está disponible previa solicitud para las personas que no pueden asistir en persona debido a una discapacidad. Solicitar la participación a distancia a más tardar una (1) hora antes del inicio de la reunión ayuda a garantizar la disponibilidad del enlace de la reunión. También se ofrece interpretación en lenguaje de señas previa solicitud. Se pueden activar los subtítulos si se participa a distancia.

Si solicita interpretación a distancia en lenguaje de señas, envíe una solicitud de adaptación con un mínimo de cuatro (4) horas laborables de anticipación al inicio de la reunión. Para el resto de las solicitudes de adaptación (por ejemplo, para otras ayudas y servicios auxiliares), se requiere un mínimo de 48 horas laborables de anticipación, lo que contribuye a garantizar su disponibilidad. Para solicitar una adaptación, por favor póngase en contacto con Arianna Cruz-Sellu escribiendo a arianna.cruz-sellu@sfgov.org o llamando al (628) 652-3058.

ORDENANZA DE CABILDEO

Las personas y entidades que influyen o intentan influir en la acción legislativa o administrativa local pueden estar obligadas por la Ordenanza de Cabildeo de San Francisco [Código de Conducta Gubernamental y Campaña de San Francisco 2.100] a registrarse y notificar las actividades de cabildeo. Para obtener más información sobre la Ordenanza de Cabildeo, por favor póngase en contacto con la Comisión de Ética de San Francisco en 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102, (415) 252-3100, FAX (415) 252-3112, página web: sfgov.org/ethics.

Alamin ang Inyong mga Karapatan

MGA PAGHILING NG MGA PAMPUBLIKONG RECORD

Kailangang magbigay ang bawat Departmento ng Lungsod ng napapanahon at transparent na access sa mga pampublikong record at impormasyon sa ilalim ng [San Francisco Sunshine Ordinance](#) at ng [California Public Records Act](#).

Para sa mga tanong tungkol sa patakaan ng DEC sa paghiling ng pampublikong impormasyon o para humiling ng pampublikong record, mag-email sa dec.publicrecords@sfgov.org.

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Tungkulin ng pamahalaan na paglingkuran ang publiko, na gumagawa ng desisyon nang ganap na nakikita ng publiko. Nariyan ang mga komisyon, lupon, konseho, at iba pang ahensya ng Lungsod at County para pangasiwaan ang negosyo ng mga tao. Tinitiyak ng ordinansang ito na isinasagawa ang mga pagdedesisyon sa harap ng mga tao at bukas para sa pagsusuri ng mga tao ang mga operasyon ng Lungsod. Para sa impormasyon tungkol sa inyong mga karapatan sa ilalim ng Sunshine Ordinance (Kabanata 67 ng San Francisco Administrative Code) o para mag-ulat ng paglabag sa ordinansa, makipag-ugnayan sa: Sunshine Ordinance Task Force Administrator.

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Puwedeng kumuha ng mga kopya ng Sunshine Ordinance mula sa Clerk ng Sunshine Task Force, sa Pampublikong Aklatan ng San Francisco, at sa website ng Lungsod sa www.sfgov.org. Available online sa publiko ang mga kopya ng mga dokumento ng paliwanag sa <http://www.sfbos.org/sunshine> o, kung hiniling sa Kalihim ng Komisyon, sa address o numero ng telepono sa itaas.

ACCESS SA WIKA

Batay sa Language Access Ordinance (Kabanata 91 ng San Francisco Administrative Code), magiging available kung hiniling ang mga tagasalin sa wikang Chinese, Spanish, at/o Filipino (Tagalog). Puwedeng isalin ang Mga Katitikan ng Pagpupulong, kapag hiniling, pagkatapos pagtibayin ng Komisyon ang mga ito. Puwedeng tanggapin ang tulong sa mga karagdagang wika kapag posible. Para humiling ng tulong sa mga serbisyong ito, makipag-ugnayan sa Kalihim ng Komisyon na si Arianna Cruz-Sellu sa arianna.cruz-sellu@sfgov.org o sa (628) 652-3058 kahit 48 oras bago ang pagdinig. Tatanggapin ang mga nahuling paghiling kapag posible.

ACCESS PARA SA MAY KAPANSANAN

Isinasagawa ang mga pagdinig ng Children and Families Commission at mga pagdinig ng Early Childhood Community Oversight and Advisory Committee sa 1650 Mission Street, 3rd floor, San Francisco. May access para sa wheelchair ang gusali at silid para sa pagpupulong. Kapag hiniling, available ang remote na pampublikong pakikilahok para sa mga indibidwal na hindi makakadalo nang personal dahil sa kapansanan. Nakakatulong ang paghiling na lumahok nang remote kahit isang (1) oras bago ang pagsisimula ng pagpupulong para masigurado ang pagiging available ng link ng pagpupulong. Available din ang Sign Language Interpretation kapag hiniling. Puwedeng i-enable ang mga caption kung remote na lalahok.

Kung hihiling ng remote na Sign Language Interpretation, magsumite ng kahilingan para sa tulong nang hindi bababa sa apat (4) na oras ng negosyo bago ang pagsisimula ng pagpupulong. Nakakatulong ang paglalaan ng minimum na 48 oras ng negosyo para sa lahat ng iba pang kahilingan para sa tulong (halimbawa, para sa iba pang auxiliary aid at serbisyo) para masigurado ang pagiging available nito. Para humiling ng tulong, makipag-ugnayan kay Arianna Cruz-Sellu sa arianna.cruz-sellu@sfgov.org o sa (628) 652-3058.

LOBBYIST ORDINANCE

Ang mga indibidwal at entity na nakakaimpluwensya o sinusubukang makaimpluwensya ng lokal na lehislatibo o administratibong aksyon ay posibleng atasan ng San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code 2.100] na magparehistro at mag-ulat ng aktibidad sa pag-lobby. Para sa higit pang impormasyon tungkol sa Lobbyist Ordinance, makipag-ugnayan sa San Francisco Ethics Commission sa 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102, (415) 252-3100, FAX (415) 252-3112, website: sfgov.org/ethics.

10. Discussion

of the Department of Early
Childhood's Impact Report
including the effectiveness of
Early Care and Education for
All Initiative



San Francisco Department of
Early Childhood

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Key Accomplishments and Indicators

- Kindergarten readiness grew for the 4th straight year to highest level since SFUSD launched the Kindergarten Readiness Inventory in 2017
 - Record levels of readiness for African-American children and children with special needs
- Early learning enrollment exceeded pre-pandemic peaks
- Infant and toddler enrollment in ELFA exceeded preschool enrollment
- Early educator compensation and retention substantially outpaced the state
- Participation in developmental screening reached record highs, with increasing adoption of the Sparkler mobile app
- Families embraced new programs and services for children with developmental concerns through Early Connections



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Appendix A

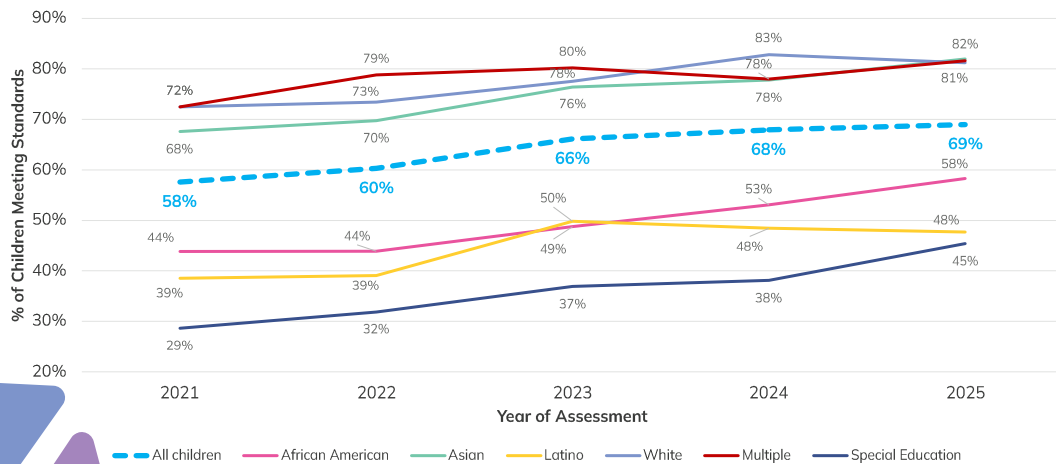
Theory of Change



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Kindergarten readiness improved for the fourth straight year, achieving record highs

Kindergarten Readiness of Entering SFUSD Students
by Race/Ethnicity and Special Education, 2021–2025
(SFUSD Kindergarten Readiness Inventory)

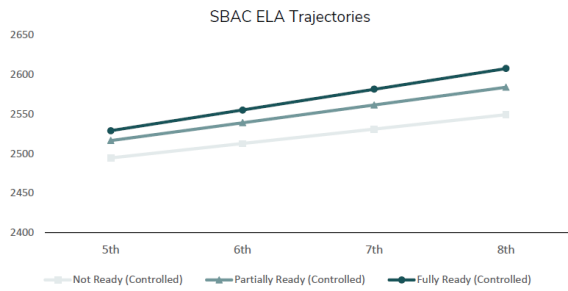


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Appendix A

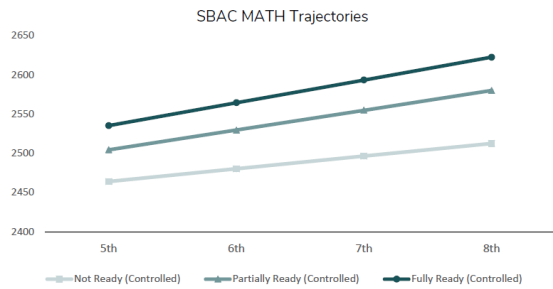
Kindergarten readiness predicts future academic outcomes

Figure 9. SBAC ELA Scores Trajectories by Readiness Group



Note. N=272-289. The following variables were entered as controls: English Learner status and special education status (measured throughout the years from 2015 to 2018), gender, race/ethnicity, family income, single parenting, and ECE experiences (measured in 2009).

Figure 11. SBAC MATH Scores Trajectories by Readiness Group



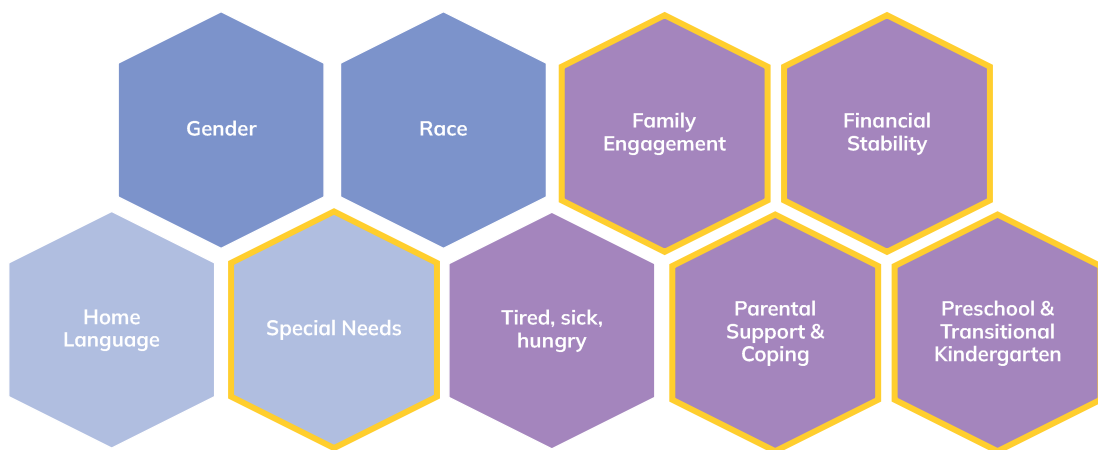
Note. N=272-289. The following variables were entered as controls: English Learner status and special education status (measured throughout the years from 2015 to 2018), gender, race/ethnicity, family income, single parenting, and ECE experiences (measured in 2009).



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Factors Contributing to Readiness

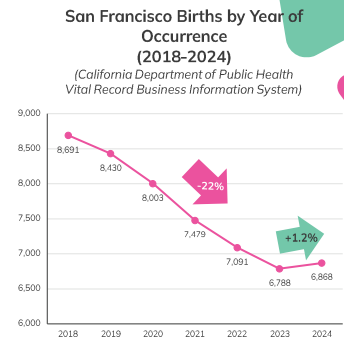
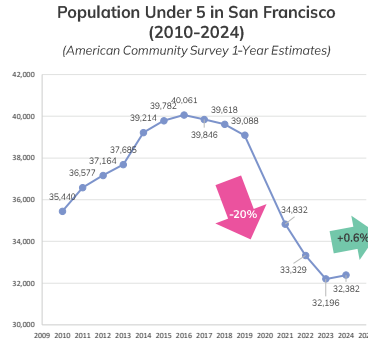
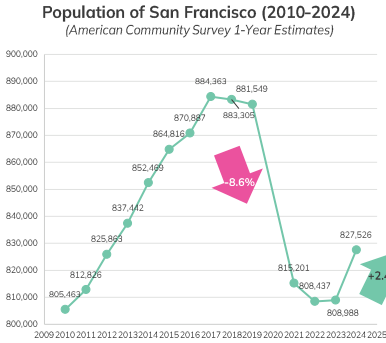


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Appendix A

San Francisco's Population is Rebounding – Less So for Children 0-5

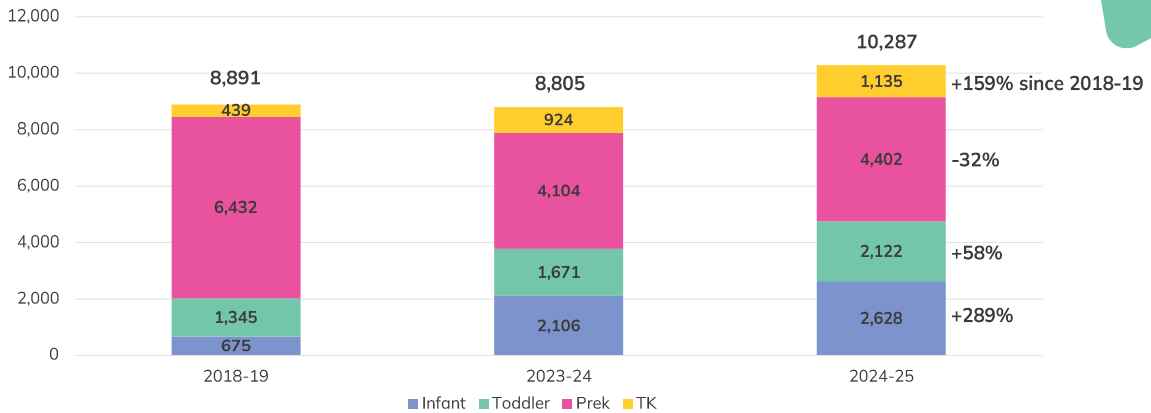


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Early Learning for All enrollment reached record highs, led by infants and toddlers

Enrollment in ELS and TK, 2018-19 vs. 2023-24 and 2024-25
(DEC and SFUSD administrative data)



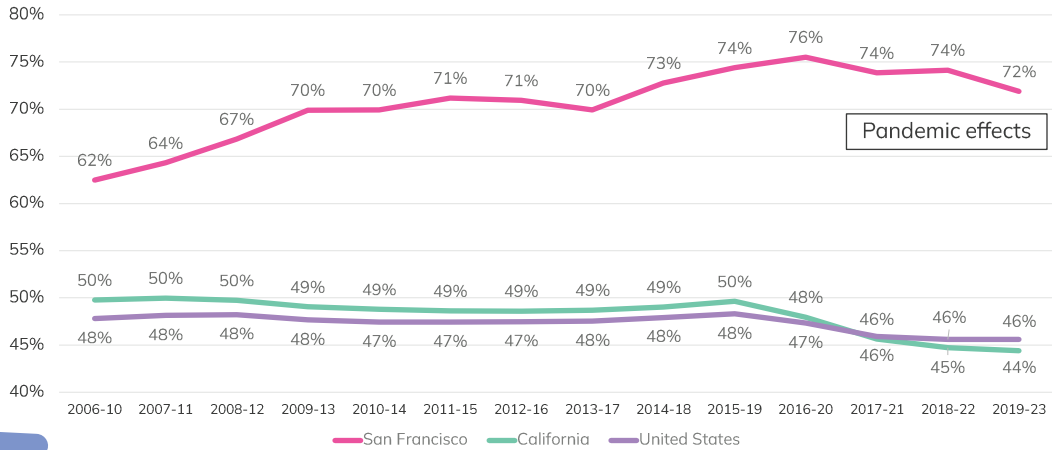
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Appendix A

San Francisco still leads the nation in preschool enrollment

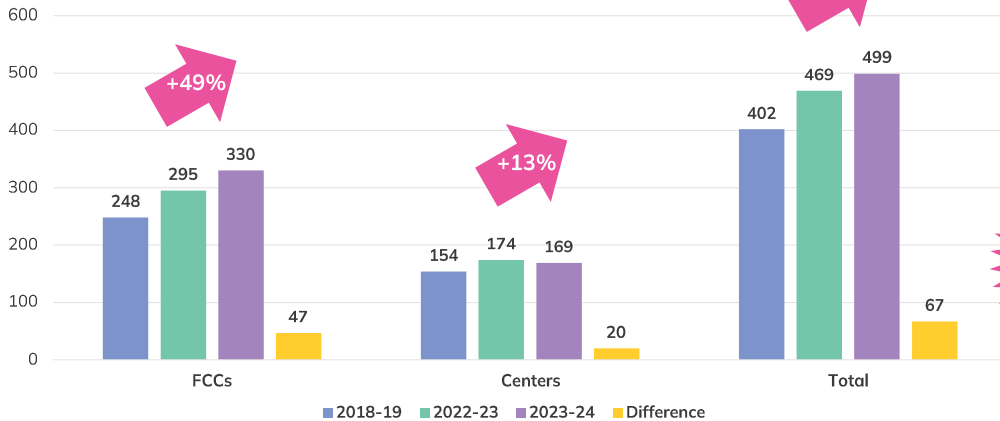
Proportion of 3- and 4-Year-Olds Enrolled in School, 2006-10 to 2019-23
American Community Survey 5-Year Estimates



24

The growing ELFA network offered parents more program choices than ever

Number of Sites in Early Learning for All,
2018-19 to 2024-25



25

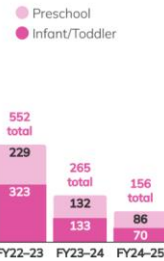
Appendix A

DEC's facilities buildout through LIIF continued to add capacity to meet emerging demand

Funding for Facilities Grants



New Child Care Spaces Added



Capital New Development Projects

Funds major construction or renovation efforts that expand or enhance early learning facilities.

3 grants (FranDeJa Enrichment Center, Guidry Early Education Center, Felton Institute Learning Center) **\$4.9M**

Connecting Children to Nature

Supports outdoor play area improvements that create nature-rich, developmentally appropriate spaces.

4 grants
\$535.8K

FCC Facilities Acquisition

Provides support to help family child care educators secure property for their program.

4 grants
\$400K

FCC Expansions (Small to Large)

Supports family child care educators in expanding from small to large licenses through facility renovations that increase capacity.

8 grants
\$477.8K

Infant/Toddler Conversion

Helps convert existing preschool or multipurpose spaces into environments designed for infants and toddlers.

1 grant
\$217.3K

Pre-Development

Covers early planning activities, such as feasibility work, design, permitting, and project management, needed before major facility projects move forward.

6 grants
\$471.9K

Renovation & Repair

Supports essential repairs, safety upgrades, and space conversions that preserve or expand licensed child care capacity.

57 grants
\$1.5M

Repayable Grants

Offers flexible, repayable financing for significant facility projects, outdoor improvements, property acquisition, or operational cash-flow needs.

3 grants
\$2.2M



26

26

DEC boosted compensation for 3,175 early educators

1,445 educators saw their wages increase as a result of EESSG:

- +53% average increase for Assistant Teachers/Floaters (\$30.88/hour)
- +42% for Teachers/Co-Teachers (\$34.89/hour)
- +45% for Lead/Co-Lead Teachers (\$40.10/hour)

1,730 educators received at least one CARES 3.0 stipend:

- \$12,537 average annualized* stipend for Assistant Teachers/Floaters
- \$11,298 for Teachers/Co-Teachers
- \$12,770 for Lead/Co-Lead Teachers
- \$16,609 for FCC Owners

* Annualized amounts assume award of two semiannual stipends



27

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DEC is also growing and advancing the ECE workforce

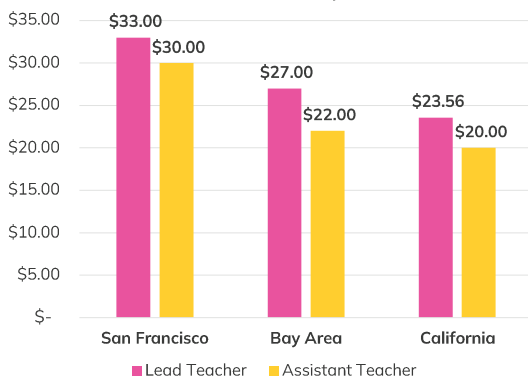


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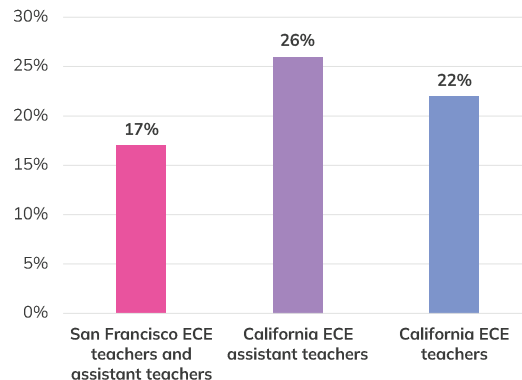
28

San Francisco's early educator compensation and job retention outpaces the state

Median Center-Based Early Educator Wages (Self-Reported), 2025
Upcoming SEQUAL Survey Results and California Workforce Study



Turnover Rate Among Center-Based Early Educators, 2025
Upcoming SEQUAL Survey Results and California Workforce Study



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Appendix A

DEC continued to invest in improving program quality in ELFA programs

Instructional Coaching

9,151 hours
of instructional
coaching

Training

147
trainings
13,000+
hours
2,263
participating
educators

Language Access

78%
of trainings offered in
Spanish, Mandarin,
and Cantonese

Early Childhood Mental Health Consultation

1,200
average hours per
month supporting
ELFA sites

30

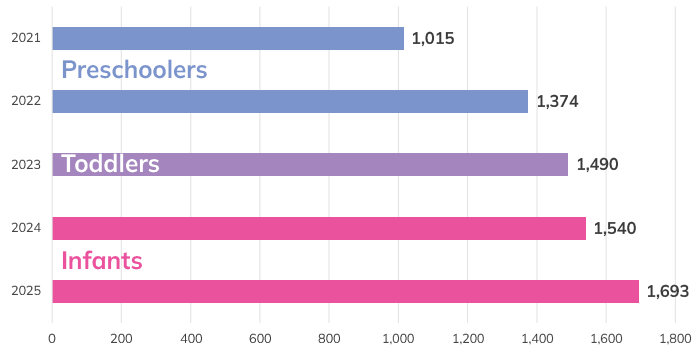


Imagination Library is successfully getting free books into young children's homes



7,112 children
enrolled since
July 2025

Children Enrolled in Imagination Library
by Year of Birth, 2025

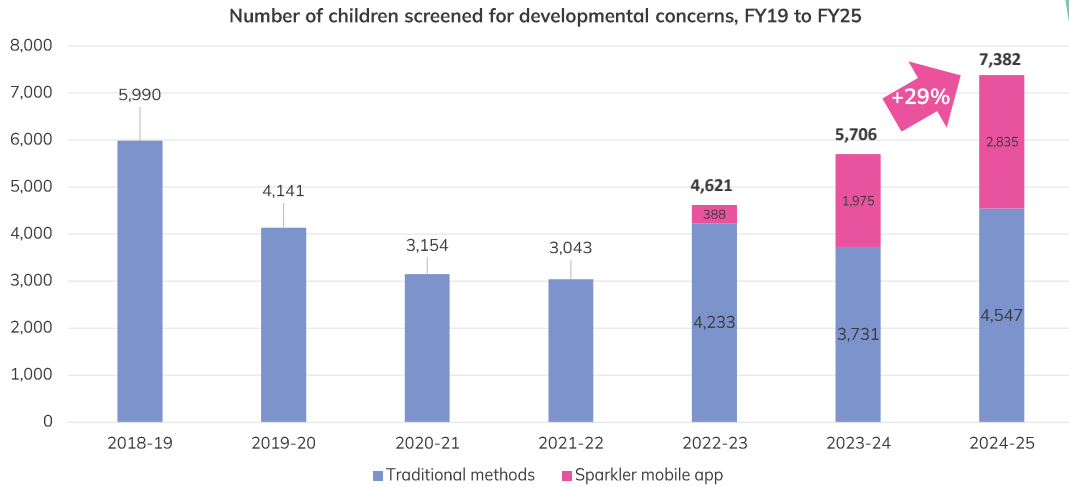


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Appendix A

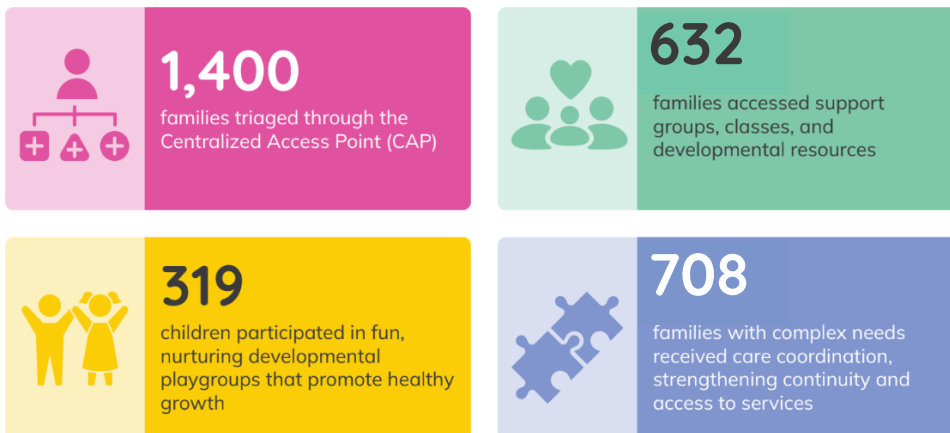
Sparkler continued to drive increased access to developmental screening



32

32

Early Connections served about 2,000 families in its first year

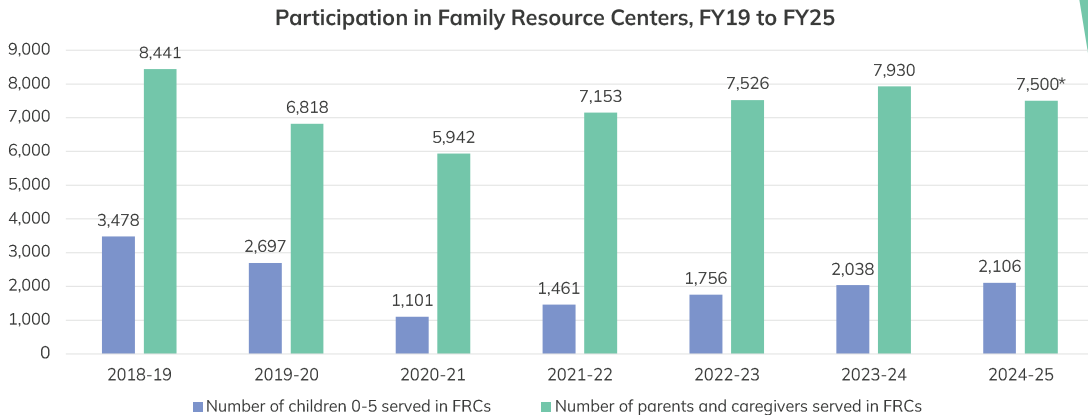


33

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Appendix A

Parent and child participation in FRCs increased for the fourth year in a row



* FY25 parent participation increased from FY24, but early intervention services in FRCs were recategorized in FY25 and now appear in Early Connections to avoid double counting. Additionally, DEC is in the process of contracting with an additional FRC.

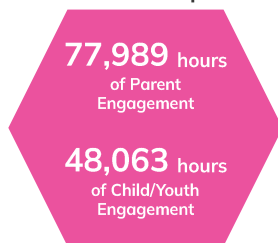


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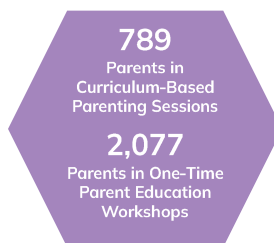
34

Family Resource Centers by the Numbers

Overall Participation



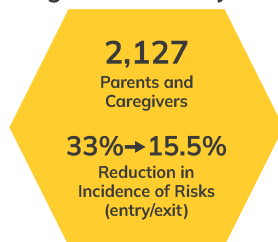
Parent Education



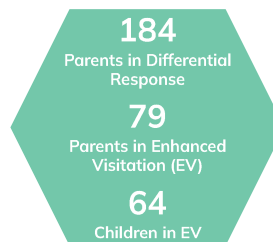
Parent-Child Interactive Groups



Case Management / Family Assessment



HSA Services



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Appendix A

Look for the full
report on our
website soon!



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11. Discussion on the Department of Early Childhood draft spending priorities for fiscal year 2026-27 and 2027-28 (Discussion item) [Body members provided with the following: draft budget priorities]

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DEC Budget Priorities

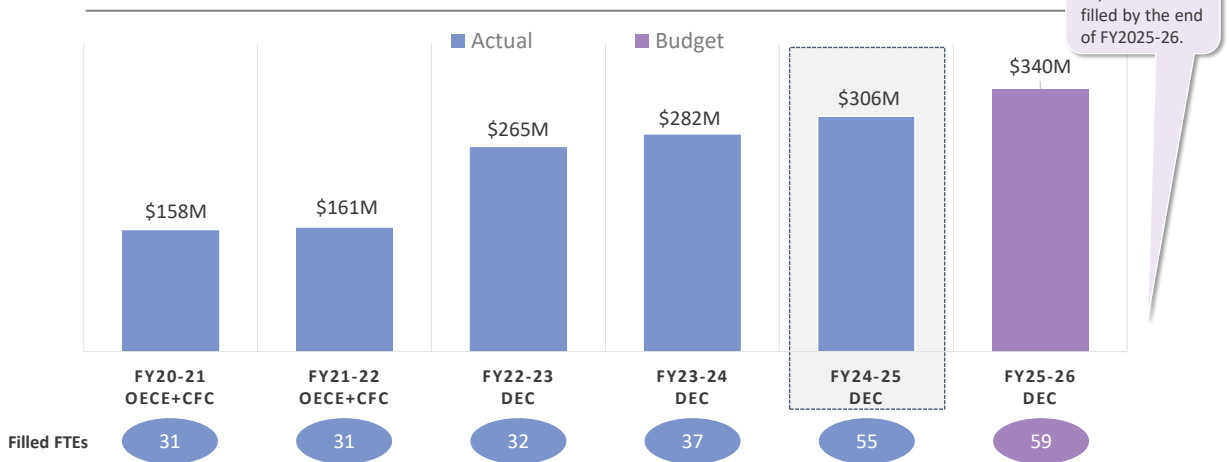
38



DEC Continues to Grow Program Spending

Focus of Nex Slide

DEC EXPENDITURE TRAJECTORY

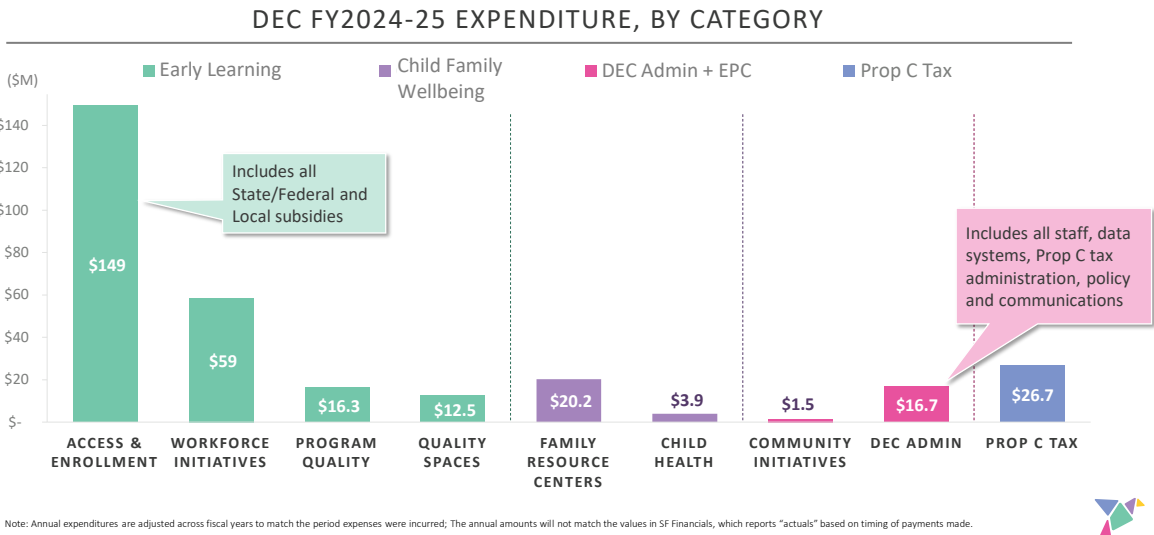


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Appendix A

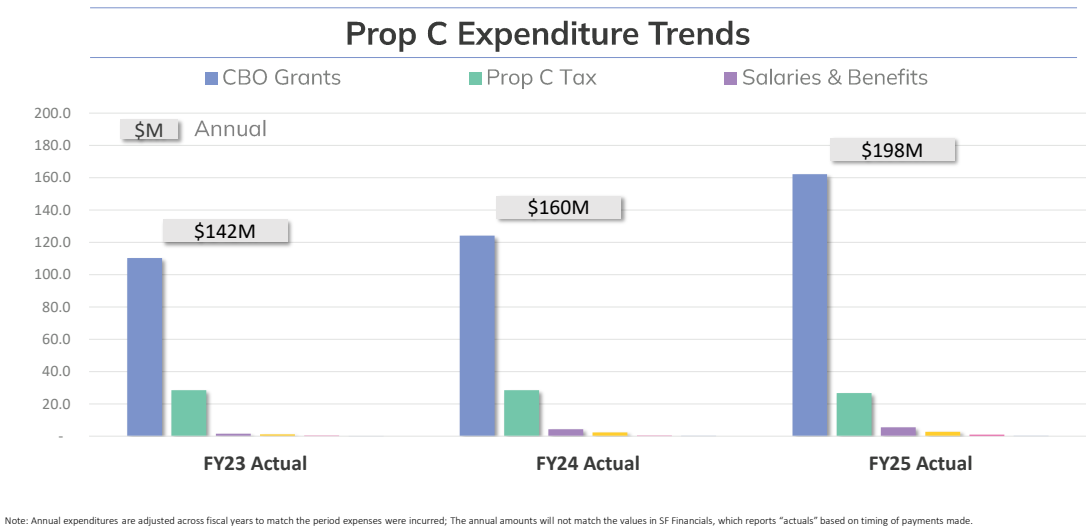
Access and Workforce are 68% of Spend



40

DRAFT: FINAL AMOUNTS WILL CHANGE

Prop C expenditures ramped up under DEC



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Budget Timeline

January 23	Technology Project Proposals Due
January 28	Public Presentation: Budget Priorities
February 11	Public Presentation: Expenditure Plan
February 23	Department Phase Budget Submission
May/June	Department presentations to BOS
June 2	Mayor proposes Citywide budget
July 31	Last day for BOS to adopt budget



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Challenging Fiscal Outlook for S.F.

Fiscal Outlook

- **Tax growth:** Strong business tax growth/modest local tax growth, no recession projected
- **Revenue loss:** Revenue loss due to H.R. 1 exceeds \$300 million over two-year period
- **Vacancy rates:** Commercial vacancies still depressing Commercial Rents (Prop C) with unknown trajectory
- **Salaries and benefits:** Projected to rise \$820 million over next 5 years; primary driver of deficit
- **Non-discretionary funding:** Growth in baseline commitments of \$270 million by 2030

Risks to Fiscal Outlook

- **State Budget Shortfall:** Potential revenue loss under current economic conditions and Federal funding changes
- **Federal Policies:** Federal economic policies are uncertain and have unknown impact locally or nationally; Federal grant disbursement (current year and through budget) is also at risk.
- **Assessment appeals:** Declining property values risk lowering tax revenue

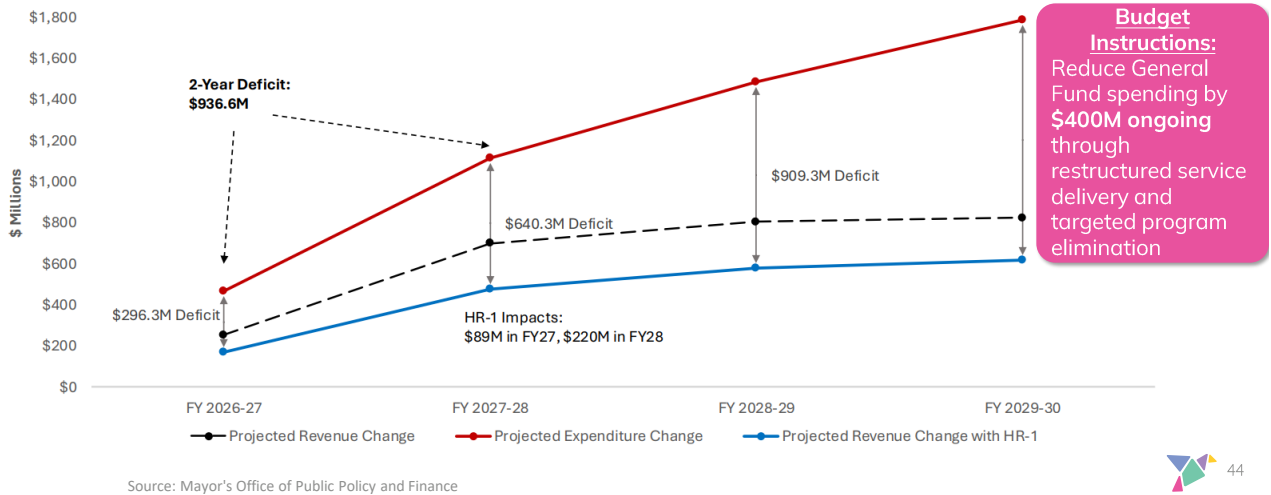
Source: Mayor's Office of Public Policy and Finance

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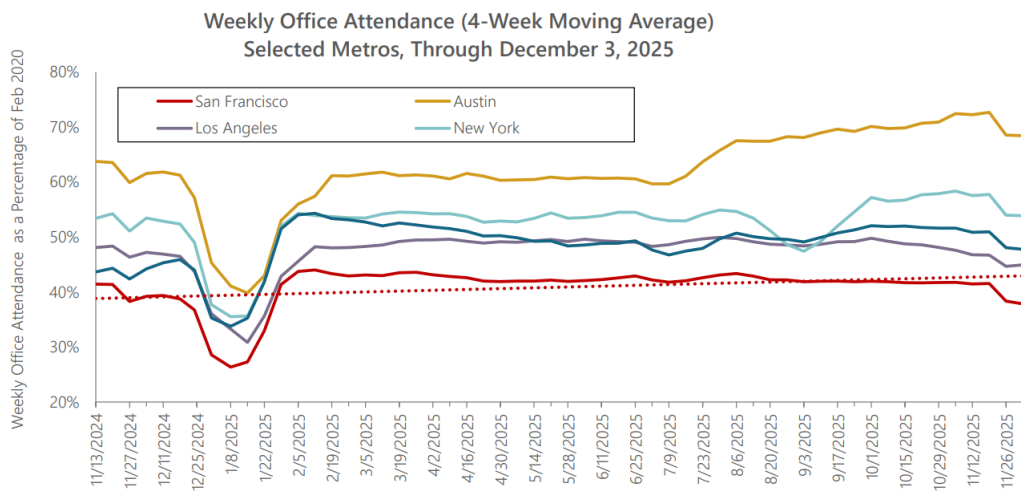
Appendix A

Revenue growth still outpaced by spending



44

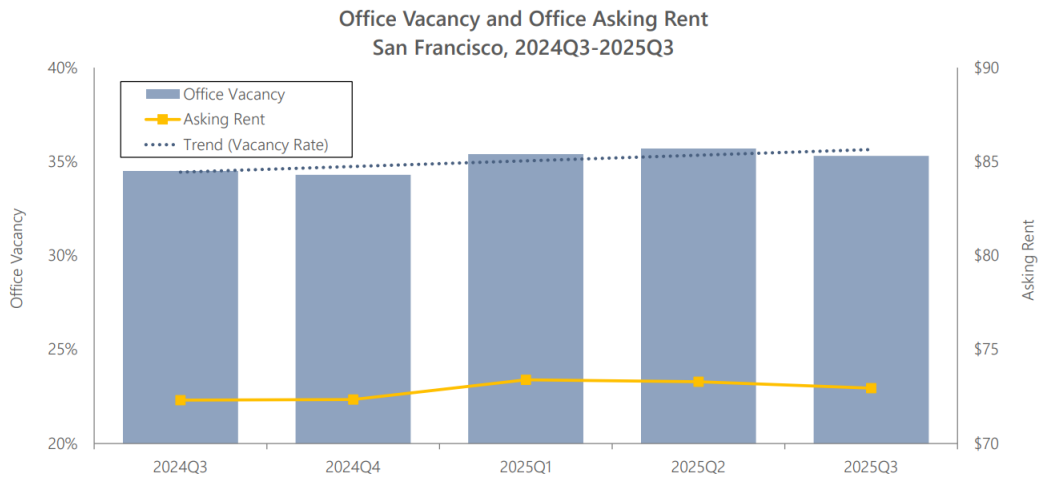
Office attendance continues trend below 50%



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Appendix A

...but office rents rose slightly year over year



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Budget instructions target savings/efficiency

- \$400M total in ongoing savings
- Eliminate discretionary programs
- Restructure departments around current staffing levels
- Reduce Citywide workorders and/or overhead by 10%
- Shift duplicative or common services toward a centralized model
- Propose near-term investments for long-term cost savings

Objectives

- Reorient spending towards **priority core services**
- Continue to **reduce structural deficit**
- **Invest** in long-term operational efficiencies



Source: Mayor's Office of Public Policy and Finance



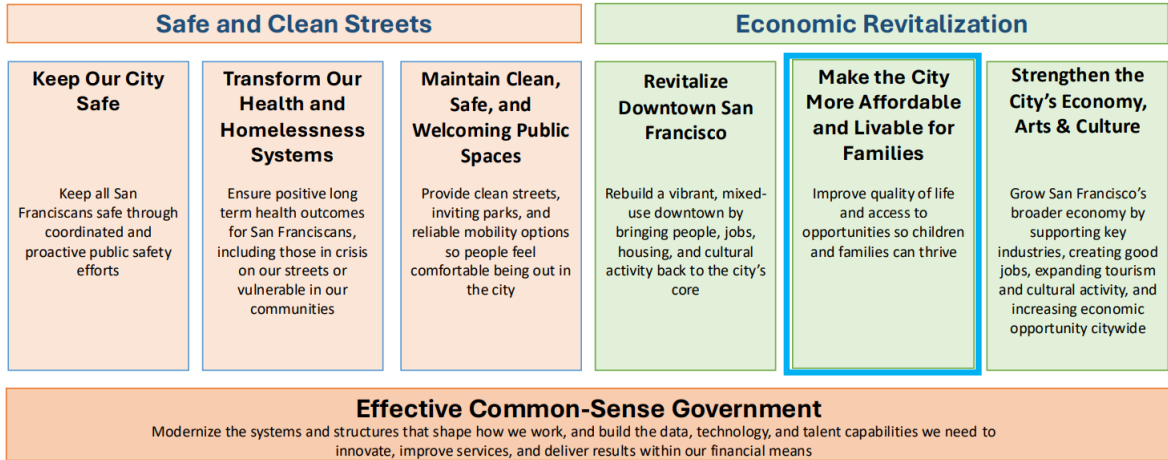
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Appendix A

Mayor's Priorities

Mayor advances Family Opportunity Agenda



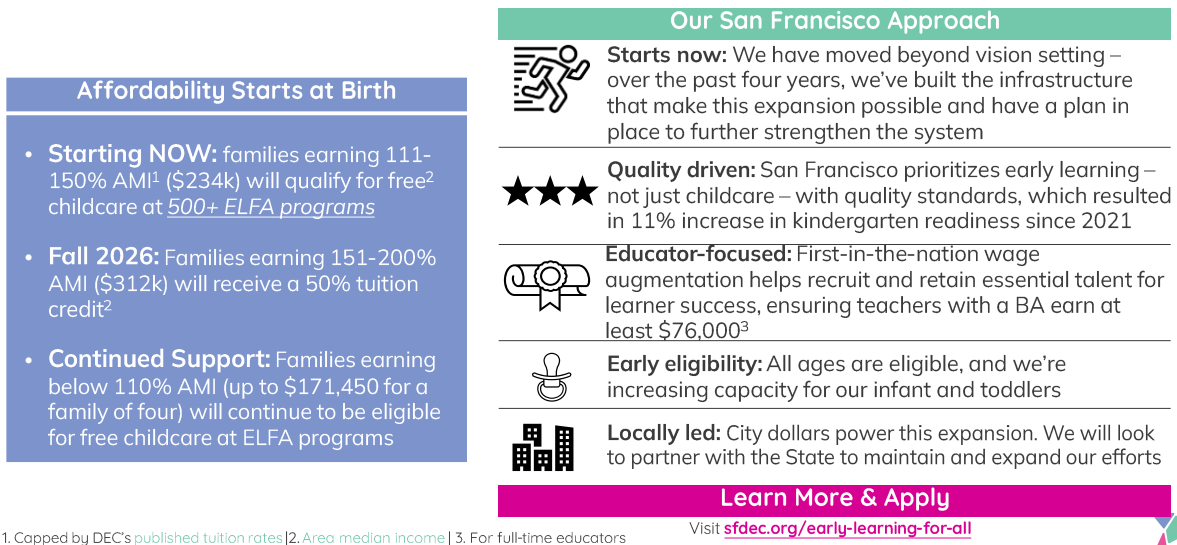
Source: Mayor's Office of Public Policy and Finance

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Mayor's Priorities

Childcare is central to Affordability

1. Capped by DEC's [published tuition rates](#) | 2. [Area median income](#) | 3. For full-time educatorsVisit sfdec.org/early-learning-for-all

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DEC Budget Priorities

DEC Expands on Bold Foundation

Continue DEC's historic, first-of-its-kind investment in the ECE Workforce with a salary increase and funded pathways to enhance education, including degrees, permits, and credentials; "time off the floor" pilot for FCC leaders participating in education pathways cohorts



Support ECE affordability with free or full tuition for families up to 150% AMI and 50% tuition credit up to 200% AMI



Build or convert infant & toddler spaces; fund improvements and maintenance of early learning slots, including environmentally sustainable & inclusive spaces



Maintain investment in Family Resource Centers and Early Intervention to continue bolstering the ability to meet the emerging needs of families and communities; expand health-sector partnerships and promote greater integration across systems of care.

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DEC Budget Priorities

...Priority Remains Narrowing Readiness Gap**Infant & Toddler Wellbeing**

Every family has access to high-quality, culturally responsive infant & toddler early care and education ("ECE") that is close by and affordable

**Workforce Quality & Capacity**

Early educators in San Francisco, serving the most vulnerable children, are highly educated and fairly paid, with a workforce that reflects the families they serve

**Inclusion**

Developmental delays and learning differences are identified early, and families feel supported in accessing identified interventions in a timely way



Connecting fragmented resources & systems so that caregivers feel informed, engaged, and empowered to support their young children through the most formative years

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Appendix A

DEC Budget Priorities – Infant & Toddler Wellbeing



Expand High Quality Care & Support for 0-3yrs

Infant & Toddler Wellbeing

Every family has access to high-quality, culturally responsive infant & toddler early care and education ("ECE") that is close by and affordable



Imagination Library – Expand a new program that delivers a free, high-quality, age-appropriate book each month to San Francisco children ages 0-5. The program is jointly funded by DEC, SFPL, and the State. DEC projects 30,000 children will be receiving free books each month by FY2029-30.



Best Start – Support SF Pregnancy Family Village and collaborative perinatal care models to improve experience and outcomes for Black pregnant residents and families in San Francisco. Fund training and technical assistance for Healthy Steps and Dyadic Care Initiative bringing child development and behavioral health promotion and prevention expertise into SF Health Network Primary Care Clinics.



Specialized Capacity – Convert Pre-K slots to infant & toddler spots, to increase available capacity. Prioritize building of infant & toddler spaces. Train and certificate teachers to specialize in infant & toddler care.



Connecting fragmented resources & systems so that caregivers feel informed, engaged, and empowered to support their young children through the most formative years



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DEC Budget Priorities – Workforce Quality & Capacity



Enhance Educator Compensation & Education

Workforce Quality & Capacity

Early educators in San Francisco, serving the most vulnerable children, are highly educated and fairly paid, with a workforce that reflects the families they serve



Wage Augmentation – Rebase wage benchmarks for ELFA educators teaching the most vulnerable students to ensure living wage for all providers and fair wages based on education and experience



Education and Certification – Fund early care and education units and bachelor's degrees for teachers to improve quality of teaching and support teachers in earning a higher wage. Increase the workforce specializing in infant care and special education/inclusion by funding special certifications



Time off the Floor – Improve working conditions for teachers participating in education cohorts by providing substitutes for time off the floor for coursework, during working hours versus evening hours



Connecting fragmented resources & systems so that caregivers feel informed, engaged, and empowered to support their young children through the most formative years



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Appendix A

DEC Budget Priorities – Inclusion



Develop Inclusive Systems, Spaces & Practices

Inclusion

Developmental delays and learning differences are identified early and families feel supported in accessing identified interventions in a timely way



Universal Screening – DEC will continue to implement this accessible screening tool at multiple touchpoints throughout our network to ensure that special needs are identified and addressed early.



Early Intervention and Connections – Public Health Nurse Consultation, Developmental Playgroups, Care Coordination Services, Early Intervention Family Resource Center, and a Centralized Access Point to connect families with identified child developmental concerns to supports and recommended resources.



Specialized Capacity – Build and enhance childcare spaces to create more natural and inclusive care settings. Train and support a workforce with expertise in inclusion/special needs. Evaluate models and systems of support to expand services to children with identified needs and design a model to provide direct services to children of concern.



Connecting fragmented resources & systems so that caregivers feel informed, engaged, and empowered to support their young children through the most formative years



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DEC Budget Priorities - Connect the dots for children and families



Universal and Targeted Early Intervention Supports

	Step 1: Universal Screening/Play	Step 2: Centralized Referral	Step 3: Supports-Moderate Risk	Step 4: Supports-High Risk
 Pediatric Clinics → • 13 touchpoints across the City for children < age 3		Information hub for child development, developmental delays, and disability		→ Care Coordination, Dyadic Care in Pediatric Clinics
 Early Learning Sites → • Daily touchpoints for infants through age 4		Initial and expanded screening with immediate follow-up		→ Care Coordination, Inclusion Services in ECE
 Citywide Resources → • Family Resource Centers, Libraries, and Rec Centers (broad reach 0-5)		Referral supports for short and longer-term services	→ Developmental Playgroups in Multiple Settings → Early Intervention Family Resource Ctr.	→ City-wide Care Coordination



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Prop C Spending Plan

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DRAFT-For Discussion Only

Baby Prop C Proposal Background

- In 2018, San Francisco voters approved “Baby” Prop C, a commercial rent tax for early care and education (ECE) with the aim of **closing the early education gap** for San Francisco’s youngest children and families (0-5 years).
- ‘Baby’ Prop C was tied up in litigation until 2021; initial revenues remained steady through the pandemic downturn, during which time the fund balance grew as DEC (which started in October 2022) developed infrastructure and launched landmark programming (including first-of-its kind teacher wage augmentation).
- Due to uncertain stability in the commercial rents sector, DEC has only allocated fund balance for one-time-only (OTO) projects. However, **the balance now exceeds \$550M** as programs took time to ramp up responsibly and interest has accrued. Due to the scale of the balance, use for one-time costs substantively limits spending capacity. Opening use of the balance to fund expanded program operations can **draw down the balance within 5-7 years** through deficit spending, while investing in long-term ECE system excellence and achieving Prop C’s legislated objectives.
- DEC remains committed to **maintaining the trajectory of San Francisco’s national leadership in early care and education** through deliberate and strategic use of all resources, including Prop C balance, to improve student outcomes and set young children up for success in life.
- After thoughtful consideration and analysis, DEC proposes the use of balance to expand ongoing programming, immediately **increasing affordability of ECE for families making up to \$312k per year, improving workforce support including working conditions, enhancing ECE spaces and developmental support** DEC has developed a flexible plan with programmatic off-ramps to avoid a financial cliff or disrupt service to children, families, and early educators.

Source: San Francisco Business and Tax Regulations Code: Article 21, Section 2112: [ARTICLE 21- EARLY CARE AND EDUCATION COMMERCIAL RENTS TAX ORDINANCE](#)
 Source : Area Median Income as per San Francisco Mayor’s Office of Housing and Community Development 2025 2025_AMI-IncomeLimits-HMFA_08Rw8dU.pdf
 Source: Fund Balance exceeds \$550M as of FY2025 ending balance – SF Financials Budgetary Basis Fund Balance, Special Revenue Fund 11201



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Baby Prop C DEC's Values in Spending Prop C Balance

- **Moderation:** Draw down the balance in a measured way, fully aligned with the Baby Prop C legislation, that avoids fiscal cliffs or relies on wishful thinking on future revenue
- **Consistency:** Invest in solutions that build on the foundational work of the last three years and have proven effective:
 - Expanding child care subsidy eligibility and support while maintaining quality standards
 - Maintaining and strengthening the workforce through competitive wages and professional development
 - Growing capacity where demand is highest (infants and toddlers)
 - Improving services and support for children with developmental concerns.
- **Responsibility:** Provide viable off-ramps that can moderate future spending without undermining progress and expectations

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Prop C Legislation Defines Eligible Spending...

- A. Support for quality early care and education for children under the age of six in San Francisco families at 85% or less of State Median Income (SMI);
- B. Support for quality early care and education for children under the age of four in San Francisco families earning up to 200% of the Area Median Income (AMI);
- C. Investment in comprehensive early care and education services that support the physical, emotional, and cognitive development of children under the age of six; and
- D. Increasing compensation (including but not limited to wages, benefits, and training) of care professionals and staff to improve the quality and availability of early care and education for children under the age of six.

Source: San Francisco Business and Tax Regulations Code: Article 21, Section 2112

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Appendix A

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Proposal for use of Fund Balance— Expand Landmark Programs

Uses-One-time Only Programs/Projects (\$347.3M)

-  **Quality Spaces:** Fund improvements, and new construction of early learning family childcare homes and centers
-  **Workforce Development:** Fund education enhancement and professional development for teachers, including certifications for inclusion and infant & toddler.
-  **Cross-Sector, Quality and Administration:** Build connections between programs to improve access and impact of programs, bring children to nature, DEC startup

NEW-Uses-Expand Ongoing Programs (\$346.6M)

-  **Subsidies:** Enhance affordability with full tuition for families up to 150% (\$234k²) AMI and 50% tuition credit for families up to 200% AMI (\$312k²)
-  **Workforce:** Raise teacher wages in DEC's historic and first-of-its-kind investment in ECE Workforce Compensation and launch working conditions



Reserves³: Salary Support reserve \$60M, Rainy-day reserve \$15M



Revenues: Monitor Prop C collections (projected to decline by \$30M per year by FY30), changes in other sources of revenue and use of interest to backfill general fund.

FY26-35¹
(\$Millions)

162.2

122.7

62.4

346.6

693.9⁴

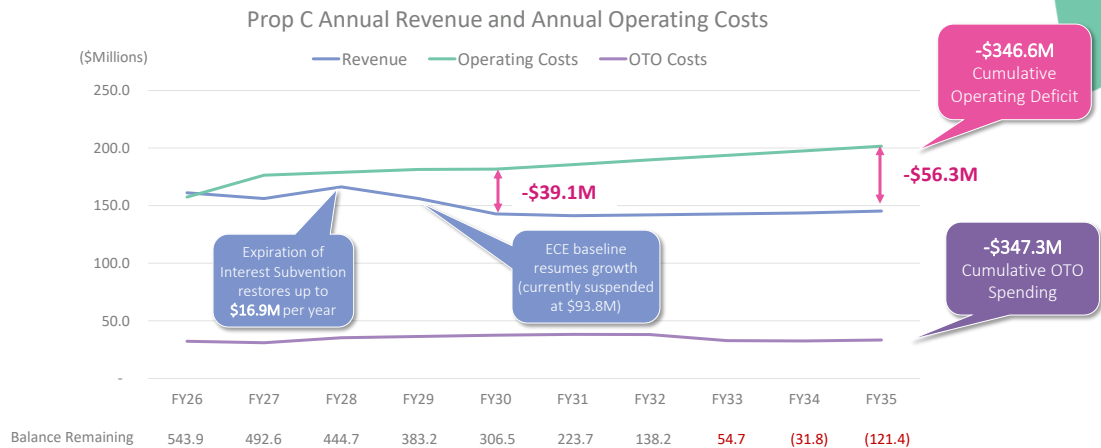
1. Cumulative "balance" spending FY26-35, by category (balance defined as expenditure in excess of annual revenues)
 2. Source : Area Median Income as per San Francisco Mayor's Office of Housing and Community Development 2025 [2025_AMI-IncomeLimits-HMFA_088w8dU.pdf](#)
 3. DEC will set aside \$150M of Prop C Balance for use over 10 years, since facility development cannot be accelerated but will remain necessary to ensure access
 4. Total 10-yr balance use exceeds available funds. DEC will need to evaluate options to moderate spending as the economic situation continues to evolve.

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Baby Prop C Using Balance for OpEx Accelerates Spend

OTO = One-time-only



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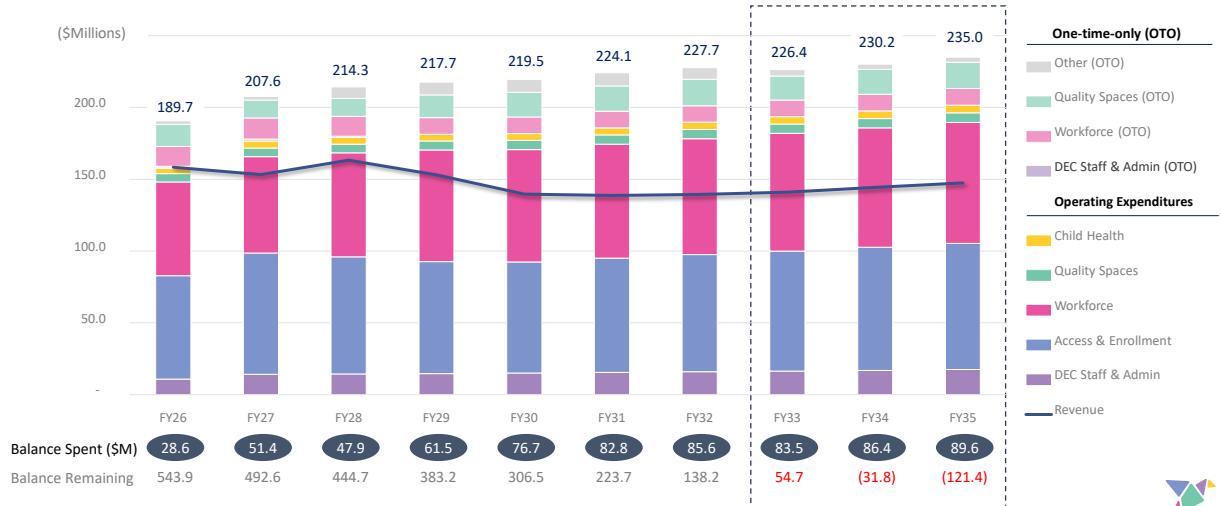
Appendix A

DRAFT-For Discussion Only

Baby Prop C Projected Annual Revenue & Expenditure

Fund balance falls
below desired
reserves¹

Prop C 10-year Spending Summary



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DRAFT-For Discussion Only

Baby Prop C Options to Slow/Reduce Spending

Fund balance dips below threshold between FY31-33 in all scenarios. Key levers to slow or reduce spending are below:

- **Tuition support:** Reduce amount of tuition support for families making over 110% AMI
- **Workforce development:** Reduce the number of slots available for workforce pathways and other professional development programs
- **Capital new development:** Emphasize conversion and enhancement of existing spaces and limit funding for building new child care facilities
- **New Initiatives:** Delay new/expanded initiatives until deficit spending is resolved

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