



THE 2022

Child Care Master Plan

FOR SOUTH SAN FRANCISCO

A PLAN FOR 2020-2030



TABLE OF CONTENTS

Acknowledgments	4
Executive Summary.....	5
SECTION 1: Introduction.....	9
Purpose of a Child Care Master Plan – Articulating the Vision	10
Priorities, Values and Purpose – Why a Child Care Master Plan?	10
A Focus on Quality Child Care – Elements of Quality	11
Elements of the Plan Include:.....	11
History – Looking Back, Moving Forward	13
SECTION 2: The Art of Assessing Child Care Needs.....	14
Art or Science? Factors Impacting Child Care Choice	15
What Families Look for in Child Care.....	16
San Mateo County Child Care Partnership Council – Child Care and Preschool Needs Assessment, 2017 Report	17
2021 “SSF Parent/Family Survey” – Understanding the Child Care Needs of SSF Families.....	24
Families with Children as an Equity Focus – Economic Needs	33
Costs, Affordability and Why Child Care is so Expensive.....	34
Family Data from 2022 SHAPE SSF General Plan.....	36
Section 2: Recommendations for Assessing and Addressing Current and Future Child Care Needs	38
SECTION 3: Overview of SSF from a Child Care Lens.....	41
Definitions of Child Care – Regulations and Requirements.....	42
Understanding Landscape – Supply and Programs in 2021.....	45
Types of Child Care Utilized by SSF Families.....	46
Finding Child Care for Children with Special Needs.....	47
Mapping Child Care in SSF – Interactive GIS MAP	48
City Waiting List Data for South San Francisco Parks and Recreation Department Preschool Child Care Programs, January 2022.....	49
Available Child Care Subsidies	50
SSF Child Care Provider Survey.....	52
Supporting Start-up – Facilities Needs and Inventory.....	53
Joint-Planning – SSF P&R and SSFUSD	57
Economic Impacts.....	57
Section 3: Overview of SSF from a Child Care Lens – Recommendations for Improving Child Care Landscape in SSF.....	59
SECTION 4: The Child Care Workforce – Key to Quality Services.....	61
Central to Quality Service Delivery	62
Who is the Child Care Workforce? A Sector Description	64
Compensation, Wages and the Workforce Shortage	66
South San Francisco – Labor Market Data Details.....	68
Section 4: Recommendations for Addressing Child Care Workforce Shortages in South San Francisco.....	71

[More →](#)

TABLE OF CONTENTS

SECTION 5: COVID Pandemic Impacts	74
An Overview – Needs, Concern and a Crisis	75
A Local Response	76
The “SSF Child Care Provider Survey”	77
Short Term Recovery Needs	78
Section 5: Recommendations for Relief of COVID Pandemic Child Care Needs	79
SECTION 6: South San Francisco as a Family Friendly Employer	81
SSF as a Family Friendly Employer	82
Section 6: Recommendations for Increasing Family Support for Employees	83
SECTION 7: Legislation, Policies and Funding – Opportunities and Challenges	85
Federal Funding and Legislation	86
Local Policies and Funding	88
Collaborating with Community Colleges	89
Planning for Child Care – Origins of SSF Policies	94
Section 7: Recommendations: Legislation, Policies and Funding	102
SECTION 8: What Will Success Look Like?	106
A Vision for Success	107
A Plan in Action – Aligning the 2022 SHAPE SSF General Plan and the 2022 Child Care Master Plan for South San Francisco	109
SHAPE SSF General Plan Recommendations – Cross Referenced with Child Care Master Plan Recommendation, Ensuring Shared Goals	110
CHILD CARE MASTER Plan Recommendations – Consolidated List of All Child Care Recommendations, by Section	113
SECTION 9: Creating a Living Plan	130
Guiding Future Action	131
Section 9: Creating a Living Plan – Recommendation for Evaluating the SSF Child Care Master Plan	132
SECTION 10: Resources	133
COVID Pandemic Resources for the Child Care Community	134
SSF Resources	134
San Mateo County Data, Resources and Press	134
Other City/County Data, Resources and Press	135
California Data, Resources and Press	136
Federal Data, Resources and Press	138

ACKNOWLEDGMENTS

SSF Child Care Master Plan Team

Sharon Ranals, Assistant City Manager
 Greg Mediati, Director, Parks & Recreation Department
 Angela Duldulao, Recreation Manager
 Laura Armanino, Recreation & Community Services Supervisor
 Kelli Jo Cullinan, Recreation & Community Services Supervisor
 Kimberly Morrison, Assistant Childcare Supervisor

Elected Officials

Mark Nagales, Mayor, South San Francisco City Council
 Buenaflor Nicolas, Vice Mayor, South San Francisco City Council
 Mark Addiego, South San Francisco City Council
 James Coleman, South San Francisco City Council
 Eddie Flores, South San Francisco City Council
 David Pine, San Mateo County Supervisor, San Mateo County Child Care Planning Council
 David Canepa, San Mateo County Supervisor

Key Leaders

William Lock, Chair, South San Francisco Parks and Recreation Commission
 Steven Firpo, Vice Chair, South San Francisco Parks and Recreation Commission
 Betty Battaglia, South San Francisco Parks and Recreation Commission
 Brittany Burgo, South San Francisco Parks and Recreation Commission
 Kristy Camacho, South San Francisco Parks and Recreation Commission
 Ruth DeNardi, South San Francisco Parks and Recreation Commission
 Robert Uy, South San Francisco Parks and Recreation Commission
 Miriam Farouk, Office of Assembly Member Kevin Mullin

City of SSF Administrators and Staff

Mike Futrell, City Manager
 Nell Selander, Director, Economic & Community Development Department
 Tony Rozzi, Chief Planner, Economic & Community Development Department

Billy Gross, Chief Planner, Economic & Community Development Department
 Leah Lockhart, Director, Human Resources Department
 Mich Mercado, Manager, Human Resources Department
 Justin Anderson, GIS Coordinator, Information Technology Department

External Partners

Kristen Anderson, Former Child Care Coordinator, City of Redwood City
 Amanda Anthony, Renaissance Center
 Jason Brockmeyer, South San Francisco Unified School District
 Pamela Campos, Build Up for San Mateo County's Children
 Eric Claybon, South San Francisco Unified School District
 Peter Feng, South San Francisco Unified School District
 David Fleishman, Child Care Coordinating Council
 Heather Hopkins, Community Equity Collaboratives
 Tanisha Hughes, Child Care Coordinating Council of San Mateo County
 Keith Irish, South San Francisco Unified School District
 Sarah Kinahan, San Mateo County Child Care Planning Council
 Toby Librande, Child Care Plan, City of Milpitas
 Shawnterra Moore, Superintendent, South San Francisco Unified School District
 Christine Padilla, Build Up for San Mateo County's Children
 Heather Stewart, Community Development Department, City of San Mateo
 Alyson Suzuki, San Mateo County Office of Education
 Christine Thorsteinson, Silicon Valley Community Foundation
 Andrea Vizenor, Dean, Skyline College
 Elizabeth Winograd, Low Income Investment Fund, Child Care Facilities Fund
 Eric Yurkovich, Raimi and Associates – SHAPE SSF

Child Care Master Plan

Kathleen White, Author and Child Care Consultant, City of South San Francisco
 Karin Odell, Venus Designs

EXECUTIVE SUMMARY

The 2022 Child Care Master Plan for South San Francisco (CCMP SSF) tells a story. It contains a comprehensive overview of local child care, including a view of the landscape, a nod to the recent history, the evolution of the formal child care system in the city, and then offers a summary of key findings. By establishing the narrative of the present, the path forward is then informed by current conditions and projected needs.

Data elements related to the assessment of child care supply for current residents and employees, as well as an informed projection of future needs are derived from a range of sources listed in the “Resources” section of this report.

Spanning over 140 pages, the **CCMP SSF** includes an introductory chapter that defines purpose, priorities, and elements of the plan as well as a definition of the components of quality child care and a look back in time, establishing the role child care has played.

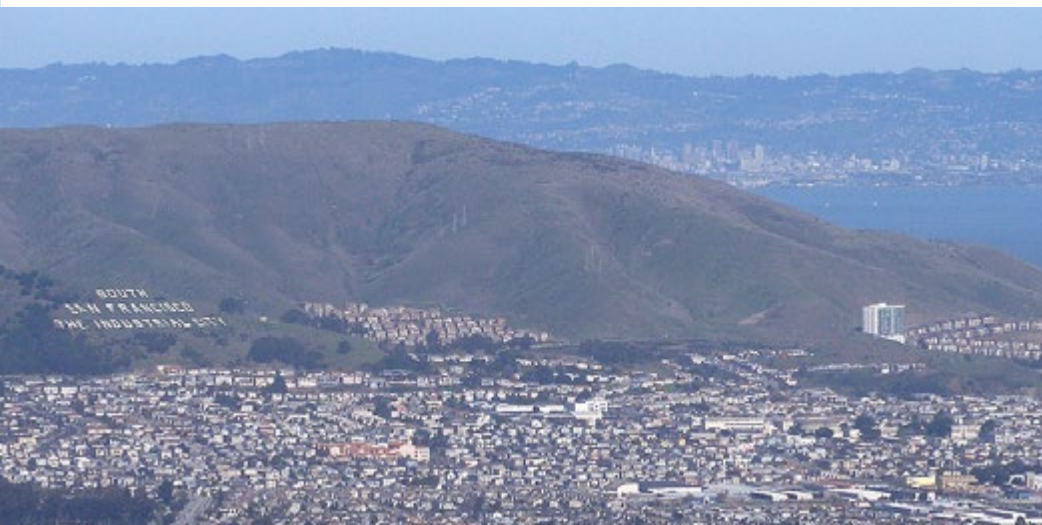
The key goals were to explore the varying child care needs and gaps for children between birth and 12 years old, spanning the time period of 2020–2030. Alignment with the 2022, **SHAPE SSF General Plan (SHAPE SSF)** recommendations and ensuring fidelity between the planning documents was a priority, as was highlighting the range of care settings and offerings currently available in the city. Commitment to the value of a mixed delivery system centered around family choice was prioritized.

A centerpiece of the plan is the “**SSF Parent/Family Survey**”, conducted in 2021. To date, 1,111 respondents described their child care needs and challenges (survey in English and Spanish) in securing care in South San Francisco. Parents and guardians of






infants, toddler preschoolers, and school-age children weighed in on their experiences searching for, utilizing, and prioritizing child care needs. Families in South San Francisco demonstrated that they have similar needs to those in other communities. Child care needs spanned a range of models including full-time and part-time care, care for specific age groups, for children in diapers, and for those with non-traditional schedules and in need of occasional care. As expected, affordability and high quality were ranked as priority elements. Identified gaps correlated with San Mateo County data studies, including a significant gap in school-age child care (of almost 1,000 spaces) for children attending elementary school. Representative survey responses were received from parents and guardians of children attending each of the public or private schools in South San Francisco.

Reaching the modest goal of providing after-school and summer care for 50% of the school-age population should be achievable, yet no one elementary school provided child care resources for half of their attending students. This is especially critical, as pandemic conditions begin to ease, parents and guardians of school-age children represent the population that is best able to resume employment and pre-pandemic commitments, including higher education and training. This is due in part to vaccine availability for children over 5 years, the resumption of in-person instruction, the compulsory nature of elementary school, and the relative developmental independence of older children.

Other identified gaps include addressing the need for subsidized child care for infants and toddlers, full-time subsidized care for preschoolers, as well as the geographic gaps of services west of El



Key Terms in This Report

-  The City of **South San Francisco** – located within San Mateo County, CA, and the area this report covers. Abbreviated to **SSF**
-  The two surveys that factored into this report:
 - “**SSF Parent/Family Survey**” – A survey given to families and parents in the SSF area in 2021 with 1,111 respondents
 - “**SSF Child Care Provider Survey**” – A survey given to child care centers and licensed homes in 2021 with 53 respondents
-  **2022 SHAPE SSF General Plan** – The new general plan for South San Francisco launching in 2022. This report contains general child care recommendations that are have been integrated, co-developed or expanded and listed in Section 8 of this report. Abbreviated to **SHAPE SSF**.
-  **San Mateo County Child Care Partnership Council, *Child Care and Preschool Needs Assessment, 2017 Report*** – The mandated report of the Child Care Partnership Council designed to assess and summarize child care need for San Mateo County (produced every 5 years). Abbreviated to **SMC CCPNA 2017**
-  **The 2022 Child Care Master Plan for South San Francisco** – this report and its associated mapping resources available at ssf.net/departments/parks-recreation/recreation-division/childcareplan Abbreviated to **CCMP SSF**

Camino Real to the Westborough neighborhood. While survey respondent representation from all neighborhoods was evident, responses from the Buri Buri/Winston Manor and Westborough areas were the highest.

An overview of what families look for in care as well as an explanation of why child care is so expensive yet, so under-resourced, is also included. As child care costs are heavily dependent on suppressing the wages of the workforce, the contradictions within the current system are also described.

San Mateo County data was utilized from a wide range of sources, including the San Mateo County Child Care Partnership Council (SMC CCPC) report on the **SMC CCPNA 2017** report which is a mandated activity of child care partnership councils throughout California as a part of the local structure of assessing and responding to county specific child care conditions. Additional sources were utilized to describe population details as well as the additional economic challenges for low-moderate income families based on the high cost of living locally.

As the **CCMP SSF** was developed during the COVID Pandemic, the conditions of the child care community reflected a sector in crisis. Child care utilization, business vitality, and school operations were in flux. Gaining an accurate assessment of child care required looking back to the 2019-2020 year and projecting forward, beyond the pandemic, and then assuming a return to typical

patterns of child care utilization.

Additionally, the formulation of the **CCMP SSF** occurred during the final year of the development of the 2022 **SHAPE SSF General Plan**, which was in the process of being revised for the first time since 1999. Frequent communications with the 2022 **SHAPE SSF** General Plan development team resulted in an integrated product that reflects a commitment to child care and thoughtful, well-integrated recommendations within **SHAPE SSF**. Detailed recommendations on increasing child care availability, access, and meeting the needs of the community are found within the **CCMP SSF**.

Key definitions of child care regulations, (including those that recently changed) and definitions of types of care including local regulatory agency contacts are included. An interactive GIS map of all of the licensed and exempt child care centers and licensed family child care homes located in South San Francisco was developed with accompanying heat maps that further define and elaborate on current enrollment and existing waiting lists in city-sponsored child care programs. The detailed mapping resources are available on the **2022 Child Care Master Plan for South San Francisco** website at ssf.net/childcareplan and can form the basis for the formulation of a comprehensive city website that consolidates child care information for families, as well as resources and support for business development.

This recommendation will help to inform both consumers and providers of services and link this community.

As part of plan development in 2021, the “**SSF Child Care Provider Survey**” was administered (English and Spanish) to current center administrators and licensed family child care homes to assist in formulating recommendations. Key survey findings included the need for operational support for all child care programs as well as assistance with COVID business stabilization, renovation and repair assistance, help securing facilities and identifying expansion resources, finding financial resources to help families pay for child care, and solutions to staffing shortages.

The most important priority recommendations center around the immediate need to address critical workforce pipeline shortages that are actually preventing program growth and expansion. There is an urgent need to begin building opportunities for local residents to enter the early childhood, recreation, youth worker, Transitional Kindergarten and K-12 education workforce pathways with a realistic and achievable goal of at least 10% of high school graduates in South San Francisco pursuing local pathways in education. Ensuring that “Grow Your Own” is a city priority and providing workforce support (such as apprenticeships, “Middle College”, dual-enrollment, partnerships with college pathway

support) to those that already reside in South San Francisco is a first step. Providing internships and graduated pathways to local jobs with private providers, South San Francisco Department of Parks and Recreation and SSFUSD will result in a workforce that knows the community, reflects the community, and is committed to the community. Taking a holistic approach to addressing the need for increased salaries and benefits, and improving the viability of the profession will help to address this workforce gap. These recommendations, as well as labor market detail and the relationship between child care and economic growth and stability are also highlighted.

Key recommendations for improving the child care landscape include facilitating the updating of the current Joint-Use Agreement and Memorandum of Understanding (JUA/MOA) between the City of South San Francisco and the South San Francisco Unified School District to ensure shared facilities and joint program planning between the two providers of public agency child care services. This is especially critical due to the 2021–2022 State Budget which contained significant child care expansion funds including Universal Transitional Kindergarten for all 4-year-olds and unprecedented after-school program expansion funds. Accessing available resources will take a collaborative approach. Joint planning and engaging in shared solutions are time sensitive recommendations, as the proposed

Acronyms in This Report

American Rescue Plan Act (ARPA)	Early Childhood Environment Rating Scale (ECERS)	San Mateo County Child Care Partnership Council (SMC CCPC)
CA Alternative Payment Programs (APP/CAPP)	Employment Development Department (EDD)	San Mateo County Child Care Partnership Council Child Care and Preschool Needs Assessment (SMC CCPC CCPNA 2017)
California Center Based General Program (CCTR , Subsidy)	Expanded Learning Opportunities Program (ELO-P)	San Mateo County Economic Development Association (SAMCEDA)
California Community College Strong Workforce Programs (SWP or K-12 SWP)	Family, Friends and Neighbors (FFN)	San Mateo County Office of Education (SMCOE)
California Department of Education (CDE)	IZZI Early Education or Headstart (IZZI)	South San Francisco Parks & Recreation Department (SSFP&R)
California Department of Social Services (CDSS)	Joint Advisory Committee to the Child Care Master Plan (JACCMP)	South San Francisco Unified School District (SSFUSD)
California State Preschool Programs (CSPP , Subsidy)	Joint Use Agreement/ Memorandum of Understanding between the SSFUSD and the City of SSF (JUA/MOU)	State Apprenticeship Expansion, Equity and Innovation Grant (SAEEI)
A California Public Assistance Program (CalWORKS)	Local Educational Agencies (LEA)	Transitional Kindergarten (TK)
Child Care Initiative Project (CCIP)	New Market Tax Credits (NMTC)	Workforce Innovation and Opportunity Act (WIOA)
Child Care Law Center (CCLC)	Regional Occupational Programs (ROP)	Quality Rating Improvement System (QRIS)
Early Care and Education Pathways to Success (ECEPTS)		
Early Childhood Education (ECE)		

2022–2023 State Budget contains additional allocations to fund the Governor’s *Master Plan for Early Learning and Care: California for All Kids*, released in December 2020. Federal American Families Plan proposals also still include significant child care expansion funds, although the final outcomes of this component of the Build Back Better Plan are still in discussions.

Recommendations are included for specific city departments including Human Resources, Planning and Zoning, Economic Development, Parks and Recreation specifically with a range of recommendations attributed to the city in general.

And finally, the **CCMP SSF** contains a summary of key legislation and funding opportunities contained in both the federal and state budgets as well as local financing, policy, and grant opportunities. Strategies for maximizing and braiding funding, addressing both the current needs and gaps as well as future projected needs concurrently are included. Examples of financing and incentives for encouraging employers and housing developers to meet growing gaps in services (especially east of the Downtown areas) are provided.

A vision of what success will look like in 2030 and strategies for ensuring that the **CCMP SSF** reflects a living document that moves the city towards a sustainable roadmap concludes the plan. A summary of all report recommendations as well as a list of resources utilized are also available to assist with informing planning efforts.

As South San Francisco transitions from a residential, industrial, and business center to the regional beacon for innovation and development, the need to elevate child care and education to the level of infrastructure (as critical as transportation, open space, environmental and climate factors, housing, workforce and economic development), is critical to creating an even more healthy and vibrant community in 2030.



“During my years working with constituents as an aide in Congresswoman Speier’s office, and as a member of the South San Francisco Parks and Recreation Commission, I became keenly aware of the shortage of early learning and affordable high-quality child care opportunities. Now as the Mayor of South San Francisco, and as the father of young children with two parents who work full time, this issue rises to the top as one of my highest priorities. We owe it to all South San Francisco children to prepare them to be successful learners, and parents deserve safe and nurturing programs that they can trust to do this important work. I applaud this effort to create a Master Plan that includes extensive community input and research to serve as a roadmap to make well-informed and fact-based decisions to match resources with needs.”

- Mark Nagales,
Mayor,
City of South San Francisco

SECTION 1

Introduction



Purpose of a Child Care Master Plan – Articulating the Vision

South San Francisco is a leader in the provision of child care and continues to demonstrate deep commitment to children and families. As a “family friendly city”, SSF has made both policy and economic commitments for the provision of child care services. Elected officials, city and school district staff and local decision-makers continue to prioritize child care and understand the value of supporting families by ensuring that the children of South San Francisco residents and employees are well cared for, well-educated and are valued members of the community.

Priorities, Values and Purpose – Why a Child Care Master Plan?

Child care is specifically referenced in the last SSF General Plan, released in 1999. Child care appears in three land use elements (Land Use Element Policies; 2-G-9, 2-I-12 and 2-I-20), and more generally in other sections. SSF was the only city within San Mateo County that contained these General Plan elements. Additionally, SSF is one of two (with the City of San Mateo) cities in San Mateo County that assesses developer fees specifically for child care. The 2022 **SHAPE SSF General Plan** is in the process of being updated and revised. The plan is due to be released in 2022 after several years of public input and a lengthy and inclusive collaborative process. It will include additional plan elements and clarifications related to the provision of child care and items are cross-referenced within this document.

South San Francisco is one of 20 incorporated cities and towns that comprise San Mateo County which also includes unincorporated areas. SSF has the 4th largest population within the county and contains significant business and industrial elements. It is widely known as the “Birthplace of Biotechnology” and “The Industrial City”. SSF is also located in close proximity to the San Francisco International Airport which was ranked in 2019 as the 7th largest airport in the United States. SSF is bordered to the North by the cities of Daly City and Brisbane, to the West and South by the cities of Pacifica and San Bruno and to the East by the San Francisco Bay.

South San Francisco is a family-friendly city, committed to supporting families with children through the provision of recreational opportunities, a unified public school district, private schools, a variety of housing options, employment opportunities, public transportation access (CALTRAIN, BART, SAMTRANS, SSF Bay Ferry) and is located within close proximity to the City of San Francisco.

The Child Care Master Plan for South San Francisco will serve a variety of purposes:

- Function as a stand-alone document on child care priorities in SSF
- Identify and cross-reference child care specific considerations and recommendations
- Guide public policy decisions and strategies
- Assess the present state of child care in South San Francisco
- Provide a 10-year blueprint (2020-2030) for actions based on what is in place and what can be improved and expanded
- Serve as an ongoing framework to measure progress and for evaluation purposes









A Focus on Quality Child Care – Elements of Quality

In the broadest sense, child care is a service that meets a variety of family needs. When defining quality child care, there are critical elements to be considered. The adults working in child care are central to the provision of quality care. They are warm, knowledgeable, experienced and skilled in providing developmentally and culturally appropriate care for the ages of children served. They are intentional and CHOOSE to be in the profession and engage in professional development, educational opportunities, seek assistance when needed, and cultivate community connections and resources. They may provide care in a range of settings: small, large, home-based, classroom, community center. Ensuring that a range of facilities are both available and identified for child care within the City of South San Francisco is crucial, yet the adults are the most important components in the delivery of quality care.

Facilities need to be imaginative, healthy, located near home or work or on transportation corridors and near public transportation. Facility development is an important part of ensuring that child care can grow to meet both current and future needs. Identifying, securing, preparing, constructing or retro-fitting appropriate locations is a multi-year process for child care centers. Licensed family child care homes also need supportive services and resources in order to grow and thrive.

Elements of the Plan Include:

-  Child care for children from birth–12 years old.
-  Recommendations lift workforce recruitment, employee development, and retention and support of the child care workforce as the key component in the provision of high-quality child development services.
-  Recommendations for a 10-year period from 2020–2030.
-  Child care services in child care centers (licensed and legally exempt), licensed family child care homes, and information on exempt child care is included.
-  The provision of child care services for SSF residents (and those attending SSFUSD schools), SSF city employees and those employed in SSF.
-  A commitment to a mixed delivery system with value placed on cultural, language, and family needs.



Parental choice is a critical element of the provision of quality care, as not all settings are appropriate for all families. Quality child care should be accessible, both in location and affordability. As parents and guardians need a range of available options for a range of purposes, child care needs to be flexible and available for full-time, part-time, and occasional-use enrollment. Quality child care is also dependable and seamless, meeting the service needs of families throughout the year for siblings and family members. Adults need child care and development services for a range of reasons including employment, attending school, socialization time for adult or child, respite care, to attend appointments, to care for other family members, etc. Enrollment processes should be clear and reliable and waiting lists minimized. Accommodation in some settings for mixed-age utilization and siblings cared for in family groupings is an important option, and a mixed delivery system is valued. Children with special needs, in diapers and those with unique circumstances need available child care with specifically trained adults. The costs of care needed should be affordable for the family in need. The wages of those in the child care workforce need to be commensurate with the training and education required, the demands and responsibilities of the job, and the importance of the profession to the development of our most critical resource. Ideally, wages and costs are de-coupled, ensuring that a living wage for the workforce is not dependent on a family's ability to pay for services.

Many instruments are available to measure or assess quality. The Quality Rating and Improvement System (QRIS)¹ is utilized in California to assess, communicate and improve quality levels in preschool and school-age programs. The National Association for the Education of Young Children (NAEYC)² promotes NAEYC Accreditation of programs for young children. The Early Childhood Environment Rating Scale (ECERS)³ provides a rating tool for self-assessment and observational assessment. Other rating scales, quality assessments and methods of translating quality are designed for more specific uses. The quality of a program though, is almost entirely dependent on the education, experience, intentionality, approach, compassion, and empathy of the workforce. When assessing or measuring quality, the wages, benefits, working conditions, turnover rates, and satisfaction of the workforce is the “secret sauce”.



1 <https://www.cde.ca.gov/sp/cd/rt/>

2 <https://www.naeyc.org>

3 <https://www.boldgoals.org/wp-content/uploads/ECERS-Overview.pdf>

History – Looking Back, Moving Forward

The City of South San Francisco has a rich history in the provision of child care and development programs.

At the start of World War II, in 1942, emergency nursery schools were funded through an amendment to the Lanham Act, a 1940 law authorizing war-related government grants. After the war, many states closed Lanham Act child care facilities, under the assumption that women no longer “needed” to be in the workforce.

California was the only state to operate these programs under the State Department of Education, who then assumed responsibility for the continued operations. The South San Francisco Children’s Center, operated by South San Francisco Unified School District, was originally established in response to the need for defense production and to support the many women in the workforce due to the war. It remains one of the oldest continually operating Lanham Act child care centers in California. The SSFUSD now operates additional preschool and after-school sites as well.

The City of South San Francisco, through the Parks and Recreation Department, has been operating child care programs since the early 1970s, starting with Tiny Tots Preschool Programs and a recreational after-school program at Orange Park, to now offering a full menu of licensed child care offerings for preschoolers and school-age children.

The City of South San Francisco joins only a few Parks and Recreation Department or city-sponsored full-year child care programs in San Mateo County, including those offered by the cities of Pacifica, Menlo Park, San Mateo, Belmont, and Redwood City.

Legacy private child care providers in South San Francisco include, the Leo J. Ryan Child Care Program, in operation since 1980; Temporary Tot Tending, in operation since 1979; Friends to Parents, in operation since 1974 (started as a teen parent support program), and Hillside Christian School, in operation since 1959!

One of the first employer-supported child care programs and the largest in the county is the cluster of the Genentech Child Care, 2nd Generation programs, operated through a contract with Bright Beginnings. Started in 1987 with support from the San Mateo County Board of Supervisors and planning services with the Child Care Coordinating Council of San Mateo County (4Cs), this employer supported child care program has had frequent appearances on the Working Mother, Top 100 Companies to Work For⁴ and has received national recognition for child care supports.

Additionally, many licensed family child care providers in South San Francisco often serve children for years and operate small home-based businesses in neighborhoods throughout the city. Retaining legacy home-based child care is a critical part of preserving a mixed delivery system.



⁴ https://books.google.com/books?id=ycX4dcb-EqkC&pg=PA65&dq=Working+Mother+Top+100+Companies+to+Work+For+Genentech&hl=en&sa=X&ved=2ahUKEwjxh7PwgOf1AhU_IUQIHd3BCwsQ6AF6BBAgDEAI#v=onepage&q=Working%20Mother%20Top%20100%20Companies%20to%20Work%20For%20Genentech&f=false

SECTION 2

The Art of Assessing Child Care Needs



Art or Science? Factors Impacting Child Care Choice

While assessing child care needs can be considered a science, (calculating percentages, subtracting available spaces from a portion of a child population to arrive at a sum of total needs), it is actually much more of an art, or rather a study in human behavior and decision-making based on a range of factors that are not necessarily quantifiable.

When parents and guardians chose child care, or rather, choose to leave their children in the care of others, it is one of the most challenging decisions they may need to make. Families that can weigh options and choices and then make decisions. Families that have limited choices may have decisions made for them. Understanding the way that families choose child care and why can help in providing the actual services needed, rather than making assumptions.

According to a recent document produced by the San Mateo County Child Care Planning Council, “Vision Statement 2021 for Universal Access in San Mateo County”⁵, the components of quality child care include:

- Equitable, child-and family-centered system with holistic supports
- Child care, preschool, and school-age care for all who need it
- Mixed-delivery system
- Living wages for staff
- Well designed and maintained facilities
- Alignment with Transitional Kindergarten–3rd Grade and other sectors like health & housing
- High-quality instruction differentiated for children with varying abilities
- Authentic family engagement

Typically, parents and guardians utilize the input of others when choosing care. They may seek child care referrals and information from a range of sources and based on a range of factors, but hearing from other parents and guardians and checking understanding is critical. Verifying that other families have been satisfied with their child care choices and that their children are doing well is an important part of the child care process.

In general, first-time parents have more questions, more anxiety around the child care search process, and are more unprepared. They may also focus on specific aspects of child care and not look at the developmental picture. They are also generally not as attuned to the future needs of their children as they grow and reach new developmental stages, and may choose care that is appropriate for the age they are at currently, but may not be for the next phase of development. Parents or guardians of children with health concerns, special needs, developmental differences, and specific temperament types may also find the child care search process specifically challenging due to the very specific needs of their children.

Many families want culturally and linguistically aligned child care and search criteria will include specific languages spoken and similar cultural practices and often aligned religious observations.

Families choose from a range of settings and structures for their children. In order to ensure that a diversity of family and child needs are met, a mixed delivery system of home-based care, small and large centers, public and private offerings, a variety of curricular approaches, large and small groupings of children, and other options are needed. What works for one child, may not work for a sibling in the same family and family needs and preferences differ as families grow, change, and develop.

The COVID pandemic has also made parents and guardians focus intensely on health and safety protocols, disease prevention, cleanliness, and health practices. This makes sense based on the health crisis, however the developmental needs of children remain the same and other areas of the curriculum including social, emotional, physical, and cognitive practices need to be prioritized as well.

⁵ https://www.smcoe.org/assets/files/About_FIL/Child%20Care%20Partnership%20Council_FIL/Agendas%20and%20Minutes_FIL/07.08.2021%20CCPC%20Special%20Session%20Meeting%20Minutes.pdf

What Families Look for in Child Care

Factors that impact child care choices for parents and guardians and therefore impact planning for child care include:

- Access to caring, well-trained, warm, and intentional adult(s)
- Affordability of care
- Schedule of care provided and compatibility with work, school or personal need schedule
- Proximity to elementary school and if not on-site, availability of transportation
- Needs of individual child (size of group, ratio of child to adult, curriculum, developmental stage of child, appropriate for temperament, etc.)
- Language and cultural alignment
- Location of care (near home, near school, near work, near transportation, comfort with area)
- Flexible schedule or rotating, shift schedules, part-time, weekend, evening or drop-in availability
- Appropriate for child with specific special, developmental, temperament and/or medical needs (trained caregivers or teachers)
- Toilet –training and availability of services for children in diapers
- Ability to care for mixed ages and siblings together
- Availability of back-up care or sick child care

As described in detail in the section of this report entitled, “**Overview of SSF from a Child Care Lens**”, there are several types of child care commonly utilized. Regulated (licensed) care includes child care centers and licensed family child care homes. Some child care centers are exempt from licensing requirements due to being “recreational” in nature or operated by an elementary school and being in essence, “an extension of the school day”. Child care provided by nannies, in-home caretakers, family, friends and neighbors, as well as by cooperative groups of families where no money is exchanged, may also be exempt from licensure. It is estimated that 40% of child care placements in California are placements with family, friends or neighbors or unregulated child care providers. This type of placement has increased due to the COVID pandemic due to health concerns regarding mixing with large groups of children, and a lack of available child care due to licensed programs being required to serve fewer children. Additionally, staff concerns related to their own health risks have decreased available supply. According to “Three Reasons Why Everyone is Quitting Their Jobs”, Business Insider, January 2022⁶, child care workers continue to quit their jobs and since February 2020 over 100,000 people have left the industry in this country. In November 2021 alone, 2,100 jobs in the sector were lost across the United States.

When assessing child care need, consideration of current constraints on child care availability, work schedules and affordability severely limit choices for many families. What they may look for and desire, is very different from what they can find. This can make finding child care so difficult, and sometimes heartbreaking.

As we approach new and emerging workplace expectations, a growing need for part-time and rotating care to align with hybrid work will be needed. This may prove challenging for child care providers as meshing multiple part-time enrollments into full-time staffing and ratio patterns is especially challenging. The new world of work will require new and different child care options and flexibility in scheduling for hybrid workers.

⁶ <https://www.businessinsider.com/3-reasons-everyones-quitting-great-resignation-biden-labor-secretary-2022-1>

San Mateo County Child Care Partnership Council – Child Care and Preschool Needs Assessment, 2017 Report

The San Mateo County Child Care Partnership Council (SMC CCPC) takes the lead in planning and advocating for quality care and early education for all children, from birth to age twelve in San Mateo County. It is a state-mandated local council, funded through the California Department of Education and the County of San Mateo, under joint auspices of the San Mateo County Board of Supervisors and the San Mateo County Superintendent of Schools. The SMC CCPC provides a forum for the identification of local priorities for child care and preschool services and the development of policies and strategies to meet the priorities. It provides a community venue where the impact of state and federal child care and family policies, and proposed legislation or regulation can be examined from multiple viewpoints. The SMC CCPC also makes decisions on the local distribution of state child care funding. As a tool to guide its work, the SMC CCPC conducts a mandated community-wide needs assessment, followed by a countywide strategic plan for child care services for all children, every five years. This report presents an analysis of the child care and preschool supply and demand for children ages birth through twelve⁷.

The last community needs assessment was conducted in 2017 and the next assessment is due to begin in 2022. The following excerpts from the *Child Care and Preschool Needs Assessment, 2017 Report*⁸ contains data highlighted for this report that pertains to South San Francisco specifically. Additional detail including methodology, assumptions and rationale and data sources can be found by viewing the full report:

Data prepared by **Sarah Kinahan Consulting**, November 2017, for the **San Mateo County Child Care Partnership Council**, (650) 802-5443, ccpc@smcoe.org.

To view the full San Mateo County *Child Care and Preschool Needs Assessment, 2017 Report*, or to understand the data sources and methodology, visit: <http://www.smcoe.org/learning-and-leadership/early-learning/child-care-partnership-council/child-care-and-early-learning-needs-assessment.html>.

“Child Care and Preschool Needs Assessment” Data – South San Francisco Key Population Characteristics – 2017



66,431

Total Population



\$90,711

Median Family Income



8.6%

Families with Children Under Age 18 Below Poverty



40.1%

Foreign-Born as Percentage of Total Population



56.7%

Percentage of Population Speaking Language Other than English at Home



9,532

Total Number of Children Ages Birth through 12 Years



68.2%

of Children, Birth through 12, with All Parents/Guardians in Work Force

⁷ <https://www.smcoe.org/about/child-care-partnership-council/>

⁸ https://www.smcoe.org/assets/files/About_FIL/Child%20Care%20Partnership%20Council_FIL/Needs%20Assessment_FIL/CCPC_Full_Report_Needs_Assessment_11-17.pdf

School District Data: South San Francisco Unified School District⁹

8,879

Total District Enrollment in 2016–2017

8,438

Total District Enrollment in 2019–2020

42.6%

Percentage of All 3rd Graders Meeting/Exceeding Literacy Standard in 2016–2017

52.42%

Percentage of All 3rd Graders Meeting/Exceeding Literacy Standard in 2018–2019

(no tests administered 2020 due to pandemic)

27.5%

Percentage of Economically Disadvantaged 3rd Graders Meeting/Exceeding Literacy Standard in 2016–2017

25.4%

Percentage of Students Classified as English Language Learners in 2016–2017

22.83%

Percentage of Students Classified as English Language Learners in 2019–2020

English, Spanish, Filipino, Cantonese
Most Common Languages

862 or 9.7%

Number of Students Receiving Special Education in the District in 2016–2017

1,110 or 13.2%

Number of Students Receiving Special Education in the District in 2019–2020

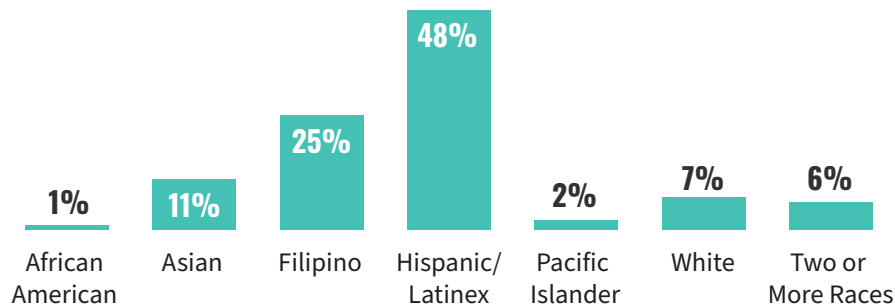
39%

Students Receiving Free or Reduced Meals in 2016–2017

41%

Students Receiving Free or Reduced Meals in 2019–2020

Race and Ethnicity of Students in SSFUSD



⁹ <http://www.ed-data.org/district/San-Mateo/South-San-Francisco-Unified> – verified and updated by SSFUSD, Superintendent Shawnterra Moore on March 22, 2022

Child Care and Preschool Supply in Licensed Family Child Care and Centers (including exempt school-age programs) 2017, San Mateo County Child Care Partnership Council *Child Care and Preschool Needs Assessment, 2017 Report*^{†10}

Age Group	Family Child Care Homes**		Child Care Centers				All Sites Total	
			Total		Subsidized			
	2017	2021	2017	2021	2017	2021	2017	2021
Infant Spaces – 0–1 years	272	212	400	446	37	38	672	658
Preschool Spaces	341	269	2,058	2,210	395	595	2,399	2,479
*School-Aged Spaces	163	135	962	1,614	206	210 / LIC 325 / EXEMPT	1,125	1,749
Total Number of Spaces	776	616	3,420	4,270	638	1,190	4,196	4,886
Total Number of Sites	72	53	47	56	11	17	119	109

† Updated 2021 Supply Data – Kathleen White, CCMP SSF

* 4,657 Children in Public and Private Elementary Schools in SSFUSD (includes Junipero Serra and Skyline in Daly City and Monte Verde in San Bruno)

** 448 Large Family Child Care Home Spaces and 168 Small Family Child Care Home Spaces

Child Care and Preschool Demand in 2017, All Incomes¹¹

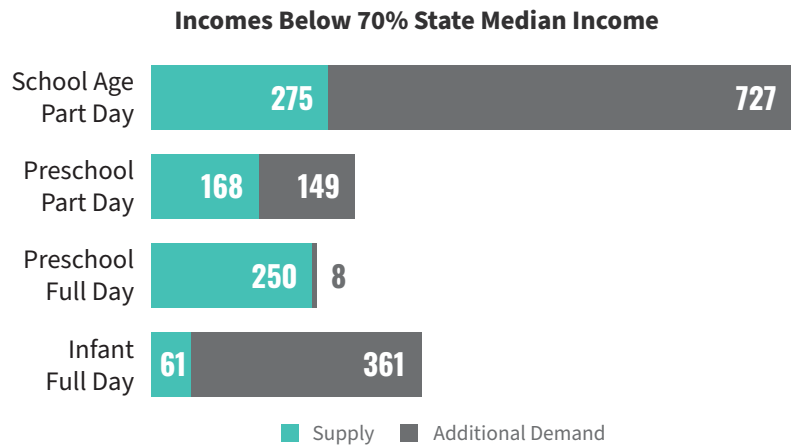
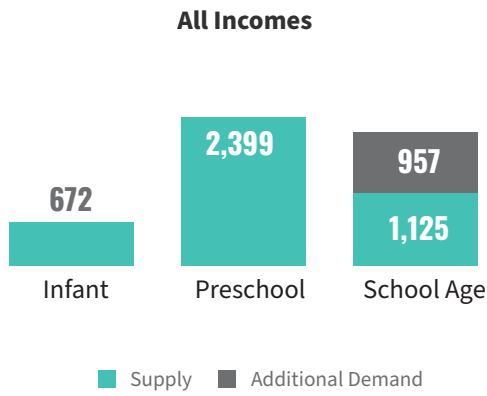
Age Cohort	No. Resident Children Needing Care	No. Out of County Children with Parents Working in City Needing Care	Total No. Estimated to Need Child Care
0–1 year	331	265	596
2–4 years	1,852	399	2,251
5–12 years	2,082	N/A	2,082
Total	4,265	664	4,929

Incomes below 70% State Median Income	
Age Cohort	No. Estimated to Need Child Care
0–2 years	422
3–4 years	575
5–12 years	1,002
Total	1,999

10 San Mateo County *Child Care Partnership Council Child Care and Preschool Needs Assessment, 2017 Report*

11 San Mateo County *Child Care Partnership Council Child Care and Preschool Needs Assessment, 2017 Report*

2017 Child Care and Preschool Unmet Demand¹²



2017 Gap/Surplus Change Over Time¹³

Age Cohort	All Incomes			Incomes below 70% State Median Income		
	Gap/Surplus in 2009	Gap/Surplus in 2017	Trend	Gap/Surplus in 2009	Gap/Surplus in 2017	Trend
Infant	-74	75	↑	-207	-361	↓
Preschool	279	149	—	-19	-157	↓
School-Aged	-1,811	-957	↑	-381	-727	↓



12 San Mateo County Child Care Partnership Council Child Care and Preschool Needs Assessment, 2017 Report

13 San Mateo County Child Care Partnership Council Child Care and Preschool Needs Assessment, 2017 Report

After calculating child care supply in the regulated system, how is child care demand and need assessed and what is the rationale?

For the San Mateo County Child Care Partnership Council, *Child Care and Preschool Needs Assessment, 2017 Report* (SMC CCPNA 2017), author Sarah Kinahan utilized the “demand factors” based on studies of parental preferences for care and applied them to arrive at an estimate of demand. The assumptions are that spaces are needed for:

Projected Percent of Children by Age Group Needing Child Care Spaces, San Mateo County



SMC CCPNA 2017 data included infant and preschool child care needs in the formal regulated system for children working (and not residing) in SSF, which would include city employees as well at 17% of total for preschoolers and 22% of young infants.

Based on the above formula, South San Francisco child care in regulated child care centers and licensed family child care homes supply figures in the SMC CCPNA 2017 is described in the following three charts:

Infants Needing Child Care vs. Total Spaces and Subsidized-Space Shortfall, 2017

Infants	Totals	Number from Total Needing Child Care	Available Spaces: Full-Cost/ Subsidized	Change in Infant Care Spaces from 2017 to 2021	Surplus Space/ Gap in Coverage
Infants with Parents Who Reside in SSF	894				75 surplus full-cost infant care spaces
Infants with Parents Working in SSF and Residing Elsewhere	265				
Total Infants	1,159	596 infants needing care	672 full cost infant spaces	-14	
Infants, Out of Total, Eligible for Subsidized Childcare*		422 infants needing subsidized care	61 subsidized infant spaces		-361 shortfall of subsidized infant spaces

* Parents’ earnings below 70% of the median income, defined as low-to-moderate income.

- The gap for infant care is for subsidized or reduced fee care for 361 infants of low-moderate income families.

Preschool Children Needing Child Care vs. Total Spaces and Subsidized-Space Shortfall, 2017

Preschoolers	Totals	Number from Total Needing Child Care	Available Spaces: Full-Cost/ Subsidized	Change in Child Care Spaces from 2017 to 2021	Surplus Space/ Gap in Coverage
Preschoolers with Parents Who Reside in SSF	1,852			80	149 surplus full-cost preschool spaces
Preschoolers with Parents Working in SSF and Residing Elsewhere	399				
Total Preschoolers	2,251	2,251 preschoolers needing care	2,399 full cost preschool spaces		
Preschoolers, Out of Total, Eligible for Subsidized Childcare*		575 preschoolers needing subsidized care	418 subsidized preschool spaces		-157 shortfall of subsidized preschool spaces

* Parents’ earnings below 70% of the median income, defined as low-to-moderate income.

- The availability of Transitional Kindergarten and (UPTK) will help to alleviate this gap if offered in geographic areas with low-moderate income families (Downtown, Paradise Valley to El Camino especially).
- The gap for preschool care is for subsidized or reduced fee care for 157 preschoolers of low-moderate income families.

School-Age Children Needing Child Care vs. Total Spaces and Subsidized-Space Shortfall, 2017

School-Age: 5-12 Years	Totals	Number from Total Needing Child Care	Available Spaces: Full-Cost/ Subsidized	Change in Child Care Spaces from 2017 to 2021	Surplus Space/Gap in Coverage
All SSF School-Age Children	4,164	2,082 school-age children needing care	1,125 full-cost school-age spaces	624**	-957 shortfall in all
School-Age Children, Out of Total, Eligible for Subsidized Childcare*		1,002 school-age children needing subsidized care	275 subsidized school-age spaces		-727 shortfall of subsidized school-age spaces

* Parents’ earnings below 70% of the median income, defined as low-to-moderate income.

** 2021 data shows an increase of 727 spaces due to the inclusion of exempt care drop-in and private school programs – no new programs since 2017.

- The gap for school-age care is for all care types (full fee and subsidized) is 957 for all school age children including families with all income levels and of those, there is a need for 727 to be subsidized school age spaces. This represents the greatest service gap at this time.

A Reduced Supply of Child Care Spaces

Since 2017, family child care spaces have been lost and reflect a reduced supply in 2021 for all age groups. Most likely, this is due to the COVID pandemic and the financial and health stresses on small business operators. While the number of child care spaces for preschoolers have increased in 2021, the increase reflects one facility closure and two expansions. The school-age increases are reflective of the inclusion of previously uncounted additional exempt school-age care facilities, such as private school after-care programs and exempt drop-in programs, and are not representative of new facilities. Additionally, because three South San Francisco elementary schools are located in Daly City and San Bruno, and also serve students from these cities, the school population and the school-age resident population in SSF are not aligned. For the purposes of this **CCMP SSF**, ensuring that all SSFUSD elementary students have access to child care is a priority.

Families enrolled in child care in South San Francisco may not work or live in SSF and conversely, SSF families may be taking children out of the area for child care and school. As South San Francisco is part of a significant transit pathway between San Francisco and San Jose, and adjacent to several cities with child care service gaps, the “art” of assessing child care needs becomes even more apparent. Child care enrollment is only dependent on residency or school attendance in city administered programs and in school district programs.

As described in the 2021 “**SSF Parent/Family Survey**”, the COVID Pandemic has impacted how families choose child care and the types of care utilized. Findings were in line with a pandemic recovery that shifted the child care choices families were making based on a range of factors, including lack of stable child care, lack of reliable in-person K-12 instruction until 2021 (and the need to stay home with older children), impacts of quarantining, exposures and general COVID health concerns, lack of availability of vaccines for children under 5 years old and vaccine availability for older children since only later 2021, and a reduction in employment due to child care challenges.

In a 2021 report on, “COVID Impacts on Child Care in the US”, issued by the United States Chamber of Commerce Foundation, respondents to the USCF survey found that two out of three working parents had changed their child care arrangements due to COVID 19 and the majority had yet to find a permanent care solution. Additionally, 75% of working parents had young children staying home with a parent during work hours and 50% of parents that have not yet returned to the workforce cite child care as the reason why. 63% of parents indicated in August 2021 that they would need to change their current child care arrangements in 2022¹⁴.

Locally, according to an article in the San Mateo Daily Journal, February 7, 2022 entitled, “Child Care Still Recovering”, enrollment figures were described as being at 61% of pre-pandemic levels in the county, yet more funding is needed to ensure that children have fair and equitable access¹⁵.”



14 <https://www.uschamberfoundation.org/reports/covid-19-impact-childcare>

15 https://www.smdailyjournal.com/news/local/san-mateo-county-child-care-industry-recovering/article_2581e272-87fc-11ec-bf0a-cb077d885b83.html?utm_source=smdailyjournal.com&utm_campaign=%2Fnewsletters%2Fheadlines%2F%3F-dc%3D1644246018&utm_medium=email&utm_content=headline

2021 “SSF Parent/Family Survey” – Understanding the Child Care Needs of SSF Families

The “**SSF Parent/Family Survey**”¹⁶ was administered in October 2021 to gain parent input to the **CCMP SSF** process and recommendations. The survey was available in English and Spanish and was open for completion for 100 days. It was distributed to parents in South San Francisco utilizing the following outreach strategies:

- Posting on Parks and Recreation Department website
- Announcements in SSF Parks and Recreation Department events publications
- Direct email to all participants in Parks and Recreation Department family programs
- Direct email to all families on Parks and Recreation Department child care waiting lists
- Announcements via email to SSF City employees
- Announcements to current child care providers
- Collaboration with SSFUSD for direct email to all elementary school and child care program parents by SSFUSD (targeted email of Spanish and English) to families in preferred language
- Select emails to key contacts in the community

The target group was parents/guardians with children between birth to 12 years old and those expecting a child(ren) in the next year. Of the group size of close to 9,500 families, it is estimated that 4,750 were directly emailed through SSFUSD, the SSF Parks and Recreation Department, using direct email addresses and the balance were solicited through general city web and newsletter announcements hosting a survey link. The 1,111 respondents represented 12% of the total families of birth to 12-year-olds in SSF or 24% of the 4,750 direct contacts. The response rate is acceptable due several factors, including limited direct email capability due to a lack of complete parent/guardian email lists, lack of prior outreach to the parent/guardian population regarding child care issues, lack of segments of the population with regular access to email communications, and lack of familiarity with the **CCMP SSF** and child care provisions and/or distrust of the survey process. 639 respondents provided email information and requested follow up on the **CCMP SSF** when completed.

Survey participants were screened based on being a parent or guardian of a child(ren) between birth to age 12 (or expecting a child(ren) in 2022, residing or working in SSF, attending an SSFUSD school (including the 3 schools outside of SSF located in Daly City and San Bruno), and working for the City of South San Francisco.

Of the respondents:

- **982** resided in SSF and were parents or guardians of a child between birth–12 years
- **917** had children that attended or will attend elementary school in SSFUSD by the 22–23 school year
- **362** respondents were employed in SSF
- **135** indicated their child had special needs
- **176** were employees of the City of SSF
- The majority of the respondents worked full or part time at **85%**, and **24%** were attending school



¹⁶ <https://www.ssf.net/home/showdocument?id=26458&t=637878735536903597>

Q6: Please indicate the ages of your children. Check all that apply.

Answer Choices	Responses	
	%	Number
School age (5–12 years)	78.21%	768
Toddler (1–3 years)	24.75%	243
Preschooler (3–4 years)	19.35%	190
TK (4–5 years)	14.77%	145
Infant (Birth to 1 years)	9.37%	92
Expecting or plan to be a parent/guardian in 2022	4.18%	41
Total Respondents		982

The distribution of respondents was fairly evenly divided between parents and guardians of young children (Expecting to age 5 years) at 711 total and those with school-age children, 5 to 12 years at 768. Duplicate numbers account for multiple children/siblings in a family.

Q8: Do you currently use child care? If so, check all that apply.

Answer Choices	Responses	
	%	Number
Relative, Friend or Neighbor	32.33%	311
After-School Child Care Program	30.77%	296
Preschool Child Care Center	23.18%	223
Do not use any child care	20.37%	196
Parents or family members stagger or schedule work hours, so care is not needed	17.36%	167
Summer Program	17.05%	164
Licensed Family Child Care Provider (in their home)	7.48%	72
Nanny or Exempt Care Provider (in your home)	4.05%	39
Currently on Family Leave	4.05%	39
Total Respondents		962

Parents and guardians in SSF were asked if they used child care and the distribution of how they were currently accessing child care was illuminating. 38% were not using child care at all, and of those families, 17% were staggering work hours to do that. 36% were utilizing a family member, a friend or a neighbor or a nanny or in-home provider at this time. As described above in the section on “What Families Look for in Child Care”, this utilization rate is more typical of families with infants and toddlers, children in diapers, parents that need care outside of the typical 7AM-6PM, Monday to Friday work schedule, those with specific language and cultural needs and families that cannot afford regulated care. The COVID pandemic has impacted family comfort with child care as well as families select smaller group sizes with fewer interactions for younger children. 30% of SSF families were using licensed care, in either a preschool or home.

Q9: If you live in SSF, what neighborhood do you reside in?

Answer Choices	Responses	
	%	Number
Westborough	27.59%	256
Buri Buri	10.78%	100
Winston/Serra	10.67%	99
Orange Park/Mayfair	8.51%	79
Downtown/Old Town	7.11%	66
Do not live in SSF	6.90%	64
Sunshine Gardens	6.57%	61
Brentwood	4.96%	46
Paradise Valley/Terra Bay/Pecks	4.31%	40
Avalon	4.09%	38
Sign Hill	3.56%	33
El Camino	2.37%	22
Lindenville	1.08%	10
Southwood	1.08%	10
East of 101	0.43%	4
Total Respondents		928

The respondents' neighborhood of residence was representative of families throughout SSF. All neighborhoods had representation however, the Westborough neighborhood, specifically, west of Hwy 280 had a high response rate, at 28% and respondents from Buri Buri, Westborough and Winston Manor/Serra Vista combined represented half of all respondents.



Q10: If you work in SSF, what neighborhood are you employed in?

Answer Choices	Responses	
	%	Number
Do not work in SSF	54.92%	441
East of 101	12.58%	101
El Camino	5.35%	43
Downtown/Old Town	4.23%	34
Westborough	4.23%	34
Lindenville	3.24%	26
Buri Buri	2.99%	24
Orange Park/Mayfair	2.99%	24
Winston/Serra	1.87%	15
Paradise Valley/Terra Bay/Pecks	1.74%	14
Sign Hill	1.74%	14
Sunshine Gardens	1.62%	13
Avalon	1.25%	10
Brentwood	0.75%	6
Southwood	0.50%	4
Total Respondents		803

When asked the location of place of work, more than half of the respondents did not work in SSF, however, the largest percentage that did work in the city at 12% were employed east of Hwy 101.



Q11: If you utilize child care, what type of child care is/was the most difficult for you to find in SSF? Check all that apply.

Answer Choices	Responses	
	%	Number
After-school Care (elementary school-age)	54.01%	438
Summer Care (elementary school-age)	33.91%	275
Preschool Care (3–5 years old)	31.20%	253
Toddler Care (1–3 years old)	26.63%	216
Infant Care (Birth to 1 years old)	19.24%	156
Care for children in diapers (any age)	18.50%	150
Weekend, Evening, Drop-in, Occasional or Rotating Shift Care	16.40%	133
Do not utilize child care	15.17%	123
Part-Time Care	12.58%	102
Care for Children with Special Needs	5.18%	42
Total Respondents		881

Q13: How important is child care to you when choosing an elementary school?

Answer Choices	Responses	
	%	Number
Very important	75.42%	629
Important	13.43%	112
Somewhat important	7.67%	64
Not important	3.48%	29
Total Respondents		834

Survey participants were asked to select the types of care that were most difficult to access and could select all that applied. The response to this survey question supported the findings of the SMC CCPNA 2017 report referenced earlier, which described a shortage of school-age child care in South San Francisco as a compelling need. While participants chose infant and toddler care and care for children in diapers, as priorities, 522 times, after school and summer care for school-age children was selected 713 times total. Recommendations related to this response will be found at the end of this section. As COVID has impacted child care choices and employment participation for families with younger, unvaccinated children, once children enter formal and compulsory education, full employment becomes dependent on the availability of after-school and summer care.

As exemplified in the responses to a question about how important child care availability is in the selection of an elementary school, 741 respondents ranked it as either very important or important!

Q12: What challenges do you experience with child care? Check all that apply.

Answer Choices	Responses	
	%	Number
Affordability/Cost of Care	73.86%	585
Currently on waiting lists	46.46%	368
Inconvenient hours or schedule	33.21%	263
Concerned about using child care during COVID Pandemic	26.89%	213
Unable to find care appropriate for my child	21.34%	169
Need drop-in or occasional care	21.21%	168
Want to keep siblings together	18.06%	143
Need social programs or playgroups for my child	18.06%	143
Cannot find temporary or emergency back-up care	15.03%	119
Unable to find a caregiver or program that I like	13.38%	106
Inconvenient child care location	12.50%	99
Dissatisfied with quality of care	10.48%	83
Lack of care for infants or children in diapers	9.47%	75
Unable to find care for sick child	8.59%	68
Child needs fewer children present or more adults	7.07%	56
Child needs a different environment or program type	5.30%	42
Lack of care for children with special needs	4.80%	38
Total Respondents		792

The question related to child care challenges experienced by respondents revealed that finding affordable care, inconvenient available schedules, being placed on waiting lists and COVID concerns were the most frequently listed challenges.



Q14: What SSFUSD or SSF private elementary school will/does your child(ren) attend in the 2022–2023 school year? Check all that apply.

Answer Choices	Responses	
	%	Number
Buri Buri Elementary – SSFUSD	24.75%	173
Monte Verde Elementary – SSFUSD	23.46%	164
Ponderosa Elementary – SSFUSD	12.45%	87
Skyline Elementary – SSFUSD	8.58%	60
Spruce Elementary – SSFUSD	7.44%	52
Sunshine Gardens Elementary – SSFUSD	7.44%	52
Martin Elementary – SSFUSD	5.58%	39
Los Cerritos Elementary – SSFUSD	5.15%	36
Junipero Serra Elementary – SSFUSD	4.29%	30
St. Veronica's – Private School	3.29%	23
All Souls – Private School	2.43%	17
Hillside Christian – Private School	1.29%	9
Mills Montessori – Private School	0.43%	3
Total Respondents		699

Respondents represented families from all SSFUSD and private elementary schools across SSF. Survey questions were distributed via the SSFUSD email system in both English and Spanish to all participating elementary and SSFUSD families. Buri Buri and Monte Verde elementary had the largest response rate at 24% and 23% respectively.



Q15: What child care options would you like to be more available in SSF? Check all that apply.

Answer Choices	Responses	
	%	Number
After-school care	66.91%	554
Full-Time care	51.57%	427
Summer Care	47.95%	397
Part-Time Care	43.00%	356
Subsidized or Reduced Cost Care	41.67%	345
Occasional, Drop-in Care	32.97%	273
Social or Playgroups	27.90%	231
Back-up Care when your provider is not available	21.26%	176
Weekend Care	17.03%	141
Care for Children in Diapers	14.61%	121
Specific Language/Culture	12.80%	106
Emergency Care	11.59%	96
Evening Care	11.23%	93
Care for Sick Children	9.54%	79
Care for Children with Special Needs	8.21%	68
Rotating Shift Care	5.07%	42
Not sure	1.81%	15
Total Respondents		828

Q17: Please check all the following child care attributes that are important to you.

Answer Choices	Responses	
	%	Number
Quality of program	90.97%	756
Affordability	82.55%	686
Caring adult(s)	80.51%	669
Providers trained in child development	77.14%	641
Dependable	73.16%	608
After-school program located on school site	71.84%	597
Location	70.52%	586
Convenient schedule	67.99%	565
Appropriate for child's needs and development	61.61%	512
Provides social experiences for child	57.40%	477
Can keep siblings together	41.88%	348
Total Respondents		831

Q20: How can the City of South San Francisco SSF best support families utilizing child care? Check all that apply.

Answer Choices	Responses	
	%	Number
Provide information on SSF website on how to find child care	70.63%	582
Support the growth of more affordable child care options	60.92%	502
Elevate child care as a priority in SSF	60.92%	502
Support the expansion of all child care throughout the City of SSF	59.34%	489
Continue to provide and expand city-sponsored child care programs	57.16%	471
Help child care providers improve, renovate, expand, and update their programs	56.31%	464
Assist families with the cost of child care	54.00%	445
Share information on how to get help paying for child care	50.73%	418
Increase support for child care staffing and workforce needs	50.61%	417
Provide a seamless enrollment process throughout the year from one kind of program to another	47.57%	392
Share information on how to access waiting lists for subsidized care	44.54%	367
Support individuals entering the child care profession	38.23%	315
Provide information for families on what to look for when searching for child care	35.68%	294
Encourage SSF employers to provide child care	32.16%	265
Share information on family leave policies	18.69%	154
Total Respondents		824

The answers to questions #15, 17 and 20 asked for specific information regarding the types of child care components needed by respondents, the values they placed on specific attributes and how the City of SSF could best support families utilizing child care. Responses will be utilized in the “Recommendations” portion of this section (found below).

Additional survey details can be found by accessing the full survey at: <https://www.ssf.net/home/showdocument?id=26458&t=637878735536903597>

Families with Children as an Equity Focus – Economic Needs

When children join a family, through birth, adoption or guardianship, in addition to experiencing the joys of parenthood, that family becomes increasingly vulnerable. According to the CA Budget Center, “Making Ends Meet”, 2017, in San Mateo County, a two-parent working family needs to earn \$108,000/ annually and a single parent needs to earn \$100,400/ annually to afford rent and utilities at \$3,000/month, child care at \$1,800/month for two children, health care at \$589/month, food at \$773/month and taxes at \$1,475/month¹⁷. The United Way released a study in 2021, entitled “The Real Cost to Live in the Bay Area” based on factoring in real housing, food, child care and other costs (unlike the federal poverty measure which does not consider housing costs) and found that the gap between minimum wage earners and the actual costs of self-sufficiency (or making ends meet) impacted half of Latino families and African American families disproportionately. Additionally, 45% of those with only a high school diploma or equivalent were struggling. The presence of a child creates significant economic risk as over half of young children under 6 years old live in households below the “Real Cost Measure”. The greatest impacts were on single parents as over 7 in 10 parents headed by a single mother fell below the cost measure¹⁸.

Families are notoriously under-prepared for the financial, emotional and physical responsibilities that children bring. There is little preparation for parenthood and for most, the responsibilities are life-changing. Being unable to afford basic needs while coping with additional parenting responsibilities is debilitating. Even families with excellent support systems and parenting training experience stress and worry at the arrival of a child. Families, especially those with young children need support.

In South San Francisco, according to San Mateo County, “All Together Better 2021”, 8,216 households had children, representing 36.19% of all households and 505 of those households fell below federal poverty levels¹⁹. These families provide an opportunity to address multi-generational inequity and make significant impacts on long-term outcomes.

Of course, equity is much more than financial self-sufficiency. It encompasses both structural disenfranchisement and historical inequities as well as policies and practices that do not support the advancement of specific groups. It is with this perspective that parents and guardians of children need to be specifically included as a group in future updates of the 2021 SSF Racial and Social Equity Plan, especially as related to the provision of resource supports²⁰. The vulnerability of families, the high cost of living impacting those with children, and the mental health stresses of the COVID pandemic on families specifically warrants more equitable supports. The need for caring and meaningful connections during the periods of high stress incumbent on parents and guardians living with and caring for children, and the pace that modern families need to move, create the rationale for lifting parents and guardians and supporting the very difficult jobs that they perform daily in raising children.



¹⁷ <https://calbudgetcenter.org/resources/making-ends-meet-much-cost-support-family-california/>

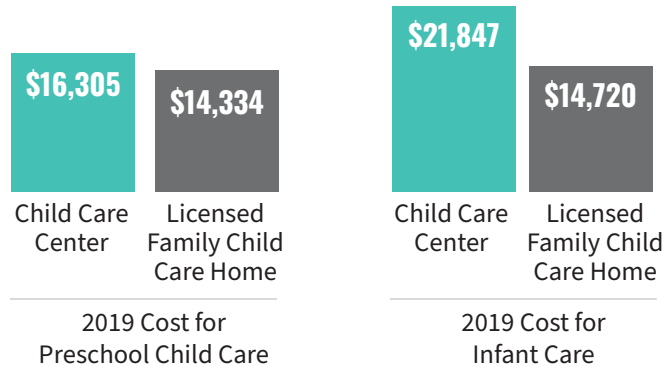
¹⁸ <https://www.uwba.org/homepage/our-impact/the-real-cost-measure-2021>

¹⁹ <https://www.smcalltogetherbetter.org/demographicdata?id=7691>

²⁰ <https://www.ssf.net/home/showpublisheddocument/24373/637653319103000000>

Costs, Affordability and Why Child Care is so Expensive

2019, Average Yearly Cost of Child Care, San Mateo County Child Care Portfolio



According to the “2019, San Mateo County Child Care Portfolio” produced by the California Resource and Referral Network, the average cost of child care for a preschool child in San Mateo County in 2019 was \$16,305/annually in a child care center and \$14,334/ annually in a licensed family child care home. The cost for infant care averaged \$21,847/ annually in a child care center and \$14,720 in a licensed child care home²¹.

While there are no formal studies on the costs of family, friend or neighbor care or nanny care, costs could range from significantly higher than the averages mentioned above to no cost, especially for family members. Exempt care providers receiving state subsidies often receive significantly less than licensed care providers. In general, while there is considerable variation across both categories of providers, long-term research shows high-quality licensed care leads to greater educational and professional attainment for children²². Unregulated care has no educational, health or safety, training or experience requirements and varies widely in quality. Families also have fewer means of recourse if there are complaints. Their only options may be to complain to law enforcement or file a lawsuit in small claims court if they have grievances. Clearly, quality is a consideration and although licensing requirements vary, regulations serve to ensure that minimum standards of care are provided and licensed care includes reporting options for complaints, complaint resolutions, and public access to licensing records.

Child care center staff, have educational (college course and program) requirements and child care centers have facilities, health and safety and business administration requirements as well. Licensed family child care homes are required to complete health and safety screenings and must demonstrate appropriate

environments within their home settings. Large family child care home providers, must also obtain a fire clearance for their facility.

Why is child care so expensive? Child care costs are based on a dysfunctional system of parents and guardians bearing the burden of child care expenses based on what they can pay and how low child care salaries can be pushed. Without a national child care system and policy, child care workers are doomed to earn less than their education, experience and job duties require, families are doomed to pay for child care that varies widely in cost, quality and availability and children then spend much of their day with adults that have widely varying educational, experience, training, and temperament competencies.

In the 2019 Atlantic article entitled, “Why is Child Care so Ridiculously Expensive” author Derek Thompson cited that child care costs have risen 2,000 percent since 1970! As more women moved from uncompensated caretaking to salaried labor, child care costs accelerated rapidly. Since the 1990s child care costs have increased twice as fast as inflation, yet, middle class wages have remained essentially flat during this time period, resulting in a cost crisis. Child care expenditures equal college costs in many areas, yet few supports are available to subsidize child care. Child care workers are under-compensated, with salaries in line with janitors and non-farm animal caretakers. As services must be performed in person (child care cannot be outsourced or performed remotely, or performed by robots) the costs will continue to rise²³.

The first 5 years of life are critical periods in human development as the brain grows faster during this period than at any other time. Early learning sets the stage for the future and the caring, loving experiences during this time translate into physically, emotionally, and cognitively healthy children.

21 <https://rrnetwork.org/assets/general-files/San-Mateo.pdf>

22 <https://laborcenter.berkeley.edu/investing-early-care-education-economic-benefits-california/>

23 <https://www.theatlantic.com/ideas/archive/2019/11/why-child-care-so-expensive/602599/>

France and Denmark, for instance, spend three to five times as much on governmental early childhood supports. We also know that child care is an investment in the future. In 2015, the Council of Economic Advisers wrote that every \$1 spent on early-childhood education results in roughly \$8.60 of societal benefits, “about half of which comes from increased earnings for children when they grow up.” Similarly, a 2019 Harvard study of dozens of U.S. policies concluded that “direct investments in low-income children’s health and education” have historically had the biggest bang per buck²⁴.

While we currently have compulsory education beginning in the first grade, in California there is hope for some relief. Legislation is currently being considered to require compulsory education beginning at kindergarten and transitional kindergarten has been budgeted to be phased in for all of California’s four-year-olds. This will provide a universal preschool component in all public schools by 2025. This recent policy shift will help to mitigate child care costs for some families, but an expansion of child care subsidies is needed. It is estimated that it would cost 2 trillion dollars to fix the American child care system, which is a system that varies by state, county, city, varies widely in quality, and has limited resources and options for the children of low-income families.

Locally, when looking at the average cost of child care in San Mateo County, and comparing it to the income of a moderate wage earner earning \$54,027/annually (who would be income eligible for child care subsidies if they were more available), with preschool child care costs at \$14,000/annually and typical housing costs of \$36,000 for rent and utilities, and taxes, there is nothing left for food, transportation or other family expenses. As San Mateo County is one of the most expensive housing markets in the country, housing costs can consume up to 75% of wages for low-moderate wage earners, a disproportionate percentage of income. According to the 2017, “San Mateo County Pilot Subsidy Brief”, low-income families in San Mateo County were often unable to afford to live in the area and were not available to accept child care subsidies, because they had to relocate.. The subsidy pilot allowed for local flexibility for families earning more than state requirements in high cost of living areas. According to the “American Community Survey” (2015), approximately 45 percent of families in San Mateo County earned below the self-sufficiency level required for their family size and composition. For those families who qualify for child care subsidy at 70 percent of SMI (State Median Income), such a large part of family budget is consumed in paying for housing. Housing costs are among the highest in the state and many families cannot find

affordable housing²⁵. Simply providing subsidized child care to low-income families may not be enough. Subsidies are available through a range of contracts and sources, including Alternative Payment Program (APP) vouchers, California State Preschool Programs (CSPP), California Center Based General Program (CCTR) through the California Department of Education and the California Department of Social Services, yet reimbursement rates are low causing many programs to lose staff to high turnover due to low wages and 12% of all local contracts were returned unspent²⁶.

In 2017, 37% of children receiving child care subsidies resided in three zip codes in San Mateo County – 94063, 94080, 94401 – covering parts of Redwood City, South San Francisco, and San Mateo. 416 of the 3,492 children served in San Mateo County were from South San Francisco. 73% of the children served in CSPP, CCTR, and APP programs were Hispanic/Latino with 57% being 4–6 years old. Additional subsidy programs in South San Francisco include a small amount of CalWORKS funding for those receiving public assistance and Headstart services, for families meeting federal income guidelines. Yet, without addressing housing costs, families with access to subsidized child care may still not be able to remain employed, especially at low-moderate wage jobs or they may not be able to remain in the county.

Ironically, when only 10% of women were in the workforce, engaged in defense production during World War II, the federal government had an all-inclusive package of child care for the “Rosie the Riveters”. Child care was widely available, subsidized fully and included nutritional programs, health care, and even government supports for haircuts and laundry.

Now that over 65% of women with children under 6 years old are in the workforce, the only significant federally-funded child care program is at the Department of Defense (DOD) which operates the largest employer-sponsored child care program in the United States, serving approximately 200,000 children of uniformed servicemembers and DOD civilians, and employing over 23,000 child care workers, at an annual cost of over \$1 billion annually²⁷.

In 1971, President Richard Nixon vetoed the Comprehensive Child Development Act, sponsored by Walter Mondale, which would have created federally funded child care centers across the United States. Fifty years later, the federal Build Back Better legislation which includes a federal child care support component is stalled. In the meantime, families continue to struggle with finding, securing, and affording child care.

24 <https://www.theatlantic.com/ideas/archive/2019/11/why-child-care-so-expensive/602599/>

25 https://www.smcoe.org/assets/files/About_FIL/Child%20Care%20Partnership%20Council_FIL/Child%20Care%20Subsidy%20Program_FIL/AB1326_FY1617_Annual_Report_FINAL.pdf

26 https://www.smcoe.org/assets/files/About_FIL/Child%20Care%20Partnership%20Council_FIL/Child%20Care%20Subsidy%20Program_FIL/AB1326_FY1617_Annual_Report_FINAL.pdf

27 <https://www.everycrsreport.com/reports/R45288.html>

Family Data from 2022 SHAPE SSF General Plan

Census Data and Population Projections – Anticipated Population, Economic and Housing Growth

Anticipated Population, Economic and Housing Growth from Census Data

	Past Totals		Projections	
	2010	2018	2030	2040
Population	64,005	64,337	85,768	107,200
Households	20,938	19,917	28,639	37,361
Jobs	38,720	56,610	97,082	137,554
Housing Units	21,814	21,428	30,193	38,959

Family, household and employment projections obtained from the preliminary 2022 **SHAPE SSF** General Plan, paint a picture of rapid growth, accelerated housing production and an explosion of employment opportunities.

While the **CCMP SSF** is looking at planning through 2030, the evolution of SSF through 2040 points to a number of child care challenges.

Currently, unmet child care needs are heavily concentrated in the areas west of El Camino, including Westborough, Buri Buri, Winston Manor, and Serra Vista. Supply data isolated clear gaps in current child care services. In addition to the geographic priorities noted (and further described in the “**Overview of SSF through a Child Care Lens**” section of this report), there are additional clear priorities for child care development, support and expansion.

Ensuring that 50% of all school-age children have access to after school care, summer programs and in some cases, before school care is a priority need. As the COVID pandemic moves through the community, ensuring that children can safely attend elementary school is critical. Recovery from the COVID Pandemic is dependent on parental self sufficiency, and children being engaged in learning. There is a need for increased provisions for child care in all public and private elementary schools in SSF. There are currently no elementary schools that have reached the goals of child care availability for 50% of the school population. As the SSFUSD elementary schools plan to implement Transitional Kindergarten (from 2022 to full implementation in 2025), for all 4-year-olds, it will be critical that current preschools and child care providers that serve this age group are partners in planning for TK and that a mixed delivery system prioritizes full day schedules for the working families that need them.

Additional existing needs include diversifying child care services including part-time, low-cost cooperative models for parents and guardians that are not in the workforce or are working part-time, expanded hour and weekend care options, expansion of care for toddlers and children in diapers, and increasing the availability of information for families, resource hubs and parent education supports.

A critical need and service gap continues to be for subsidized child care. The availability of Transitional Kindergarten will positively impact this need (as will a number of funding opportunities listed in the “**Legislation and Funding**” section of this report), as children will have access to universal and free preschool (UPK) specifically serving 4-year-olds, however, ensuring that available opportunities for serving younger children and providing affordable options for after-school and summer care are necessary to meet family needs. The provision of subsidized care is also linked to rising housing costs, as families eligible for subsidized care, as structured, currently have significant challenges remaining in San Mateo County and remaining housed. Without considering the high cost of housing and exploring housing affordability, the expansion of subsidized child care as currently delivered may be a resource that is only useful for some residents. While the lack of affordable and subsidized child care for infants and preschool age children limits employment and educational options for adults, the lack of subsidized school-age care can result in children left on their own before they are developmentally able to self-monitor and self-care by children that are too young, and it is not advisable. Families need choices for appropriate settings for older children until they are mature enough to possess the judgment and maturity needed to handle problems or challenges on their own or to seek help.

As the birth rate in SSF is projected to be steady at 3.8% (or drop slightly as a result of the COVID Pandemic) the following assumptions can be made about future population growth:

Children under 12 years old currently comprise approximately 12–13% of the population in SSF.

By 2030, based on population projections an additional 2,000 children under 12 years old will need child care.

However, when looking at job projection growth of almost 60%, children commuting with parents to work or in need of child care near public transportation and transportation corridors becomes vital. Additionally, 2022 **SHAPE SSF** General Plan data supports moderate growth in housing and employment west of Hwy 280, rapid growth along El Camino and Downtown and explosive growth east of Hwy 101 and in Lindenville. Currently, there is minimal housing in Lindenville and none other than short-term housing east of Hwy 101, yet projections of 10,000 total new housing units in those areas with a projected average of a 175% increase in jobs in those two neighborhoods alone, creates a perfect storm of high need and minimal supply. Longer-term child care needs in these two areas needs to be balanced with the

short-term gaps in other parts of the city to ensure that adequate supply is available in neighborhoods that are currently difficult to envision. Long term recommendations include ensuring that child care facilities are encouraged in new housing and employment hubs in these neighborhoods and that a mixed service delivery is available with a range of affordable and moderate care options. Additionally, as vehicle use should be discouraged in these areas (traffic congestion is already evident in 2021), according to a study on, “Child Care and Transit”, 4Cs San Mateo County, 2006²⁸ parents are unwilling to utilize public transportation to child care or a child’s school unless it is within a comfortable walking distance to home or work.

Additionally, parents with young children (Infant to 4 years old) commute to work with children in tow. For instance, this phenomenon grew in popularity locally after the 1989 earthquake in the SF Bay Region and parents were separated from their children by closed bridges and halted public transportation. Ensuring that the youngest (and most vulnerable) children were close by became a priority. For mothers returning to work that are still breastfeeding, having access to infants during or immediately after work is critical. For those utilizing employer supported benefits, child care in sponsored programs is often partially subsidized.



²⁸ <http://s3.amazonaws.com/mildredwarner.org/attachments/000/000/392/original/51f727e204cba4cee9db9c5a38c1b8d8>

Section 2: Recommendations for Assessing and Addressing Current and Future Child Care Needs

Items that are HIGHLIGHTED are priorities for 2022–2023.

Assessing Current Needs

2.1. The Parks & Recreation Department provide elements prioritized in the 2021 “SSF Parent/Family Survey” including:

- 2.1a.** Support the development of part-time, low cost, exempt care preschool option (Tiny Tots model under 15 hours a week) in the new Civic Center Campus preschool area.
- 2.1b.** Offer community courses (virtual and in-person) for parents (including those for SSF employees):
 - Choosing Child Care in SSF
 - New Baby 101
 - Parenting 101
 - Accessing Family Benefits for SSF Employees
 - Enrolling in Child Care in SSF
- 2.1c.** Continue to expand city offerings of city supported child care to meet short-term gaps and long-term needs.
- 2.1d.** Consider lowering the ages of existing city-operated preschool programs to 2 years to 5 years and adding a diapering/toilet-training component .
- 2.1e.** Aggressively continue to pursue city-owned or controlled locations for child care expansion west of El Camino Real in Westborough, Buri Buri, Winston Manor (or in close proximity) for additional city-sponsored preschool services that include a lowered service age group of 2 years to 5 years, with potty training and diapering options. Maintain current reduced rate structure, compatible with other city programs.
- 2.1f.** Facilitate formation of the Joint Advisory Committee of the Child Care Master Plan, JACCCMP (as described in Section 9 – Rec. 1).

2.2. SSFUSD is supported to provide elements prioritized in the 2021 “SSF Parent/Family Survey” including:

- 2.2a.** Preservation of or development of similar programs like the Adult Education – Parent Child Observation Program at Southwood to additional locations and in additional languages. Priority service areas to include the Downtown area and offered in Spanish.
- 2.2b.** Coordinate with all child care service providers and families to ensure that start and end times of school, as well as school vacations, closure days and summer school offerings are planned with child care scheduling and availability in mind and with schedules available 6 months in advance.
- 2.2c.** Ensure that elementary school enrollment (including TK) and child care registration functions are integrated with all school-age child care providers to provide seamless enrollment policies and service delivery for parents. Ensure that families know where their children are attending child care, elementary school, after-school care and summer care in advance to minimize stress and gaps in service.
- 2.2d.** Participate in the Joint Advisory Committee of the Child Care Master Plan, JACCCMP (as described in Section 9 – Rec.1) to ensure both short-term and long terms child care needs (as related to school assignment, preschool and TK enrollment, existing and future child care service gaps) in SSF are addressed.

2.3. City of SSF to improve resources including:

- 2.3a.** An enhanced website that provides SSF child care information, links to local resources such as 4Cs, seamless enrollment between SSFUSD and SSF P&R school-age after-school and summer programs and shared child care information for families, including how to access child care subsidies, how to access child care waiting lists.

- 2.4.** Multiple partners (city departments, SSFUSD, private providers, etc.) to address identified child care needs in the “**SSF Parent/Family Survey**” as follows:
- 2.4a.** Parent education around school selection opportunities, especially as related to selecting, registering and enrolling for school-age child care and summer programs for TK–5th grade.
 - 2.4b.** **Support the expansion of school-age child care as a clear priority, ensuring that at least 50% of all enrolled students in SSF elementary school have access to child care after-school and in the summer (representing 957 additional child care spaces for school-age children).**
 - 2.4c.** Ensure that school enrollment and child care enrollment is linked to meet identified gaps of:
 - School-age care, including anticipated after-school care for new TK students
 - Summer care
 - Care for children with special needs
 - 2.4d.** **Support the development by parents of cooperative child care (no cost) and playgroups within SSF.**
 - 2.4e.** Outreach to all SSF employers on how they can support the child care needs of employees, as well as information on existing family support policies, including family leave provisions, access to family benefits and other family friendly actions.
 - 2.4f.** Cultivate a network of family, friends and neighbor caregivers and parents with specific outreach events and opportunities for socialization for the adults and children in care.
 - 2.4g.** Proactive supports to families to encourage the family, friends and neighbors caring for their children to become licensed if interested and to participate in training, support opportunities and networks.
-
- 2.5.** **Support the provision of additional child care subsidies, at all age levels:**
- 2.5a.** **Address the current gap for infant care for subsidized or reduced fee care for 361 infants of low-moderate income families.**
 - 2.5b.** **Address the current gap for preschool care for subsidized or reduced fee care for 157 preschoolers of low-moderate income families – ensure that Transitional Kindergarten is structured to address this gap.**
-
- 2.6.** **Address the current shortage of child care resources for children of all ages west of El Camino Real, and in the Westborough, Buri Buri and Winston Manor neighborhoods:**
- 2.6a.** **Support community solutions to current preschool, infant/toddler, school-age gaps in child care availability in specific neighborhoods listed. Solutions must include a mixed service option including full-fee and reduced fee options.**
-
- 2.7.** **Inclusion of parents and guardians of young children as a priority group in the 2021 SSF Racial and Social Equity Plan based on disproportionate impacts faced by families:**
- 2.7a.** **Include parents with children as equity focus population by creating opportunities for all parents to gather to support parenting practices, child care information, resource sharing, engage in peer mentoring opportunities and share supports.**
-
- 2.8.** **Ensure that as Transitional Kindergarten is expanded throughout South San Francisco for all 4-year-olds, that:**
- 2.8a.** **A collaborative, community-based planning process is utilized to maximize TK participation by all families. That after-school care is available and appropriate for all 4-year-olds and is available to meet the needs of working parents (to 6PM).**
 - 2.8b.** **That a mixed delivery system offered in partnership with existing providers is prioritized.**
-

Recommendations for Assessing and Addressing Future Child Care Needs Based on City Growth Projections

- 2.9.** Provide incentives for locating child care in Lindenville and East of 101 in both residential and business complexes immediately, due to the length of time to build out, construct or renovate facilities.
-
- 2.10.** Address projected long-term gaps in child care resources in Lindenville, East of Hwy 101, by exploring child care development in adjacent city-owned facilities. For facilities in the Downtown area (such as Civic Center Annex), traffic impacts, noise mitigation from playground use, and mixed-age delivery requirements need to be considered.
-
- 2.11.** Current needs in Downtown area include child care for infants and toddlers (including those of SSF employees), heavily subsidized infant, toddler and preschool offerings for income eligible families in the area, and reduced cost child care services for moderate income families. Future needs include all fee option services for commuting employees (transportation considerations for those East of Hwy 101) and for new residents of Lindenville and adjacent properties. Current and future needs are not necessarily aligned but a common denominator is to develop and build-out a multi-age facility for infants, toddlers and preschool-age children specifically, with vendor requirements for subsidy levels.
-
- 2.12.** Subsidize land costs for child care facilities and conduct a land survey of publicly owned parcels that can be utilized for child care in high growth areas.
-
- 2.13.** Ensure that a percentage of future housing units are appropriate for licensed family child care with ground floor access, fenced outdoor space, designated entryways and mitigating sound barriers, indoor and outdoor space appropriate for numbers of children served.
-
- 2.14.** Create child care that is walkable from either home or work or located at major transportation hubs (BART, CALTRAIN, FERRY, etc.) and consider the feasibility of walking based on weather, items that must be transported or carried, and ages and portability of children when delivering children to school or child care. Minimizing traffic impacts related to child care pick-up and delivery requires consideration of how far parents can or will walk with young children or infants in tow.
-
- 2.15.** Utilize the Joint Advisory Committee of the Child Care Master Plan (as described in Section 9 – Rec. 1) to discuss transportation, traffic impacts, child care and public school needs for an additional projected 1,200 –1,500 children residing East of Hwy 101 or in Lindenville by 2030 (within newly created housing). Elementary school locations and assignments impact child care choices.
-
- 2.16.** Utilize the Joint Advisory Committee of the Child Care Master Plan, JACCCMP (as described in Section 9 – Rec. 1) to review total growth projections which include an additional 2,000 children under 12 years old residing in all neighborhoods throughout SSF AND the commuter patterns of employees with young children (infants to 4 years especially) who commute to child care near workplaces. With explosive employment growth projected in this area, accommodations for the children of employees need to be considered immediately. If only 1% of the projected workforce commutes with their young children to work, an additional 1000 child care slots will be needed by 2030, predominantly for infants and toddlers.
-

SECTION 3

Overview of SSF from a Child Care Lens



Definitions of Child Care – Regulations and Requirements

Defining the child care landscape begins with a definition of child care. In California, child care services are regulated or exempt from regulation based on a number of factors, including structure, where services are offered, ages and numbers of children served and if subsidies are available ²⁹. Child care programs are regulated by the California Department of Social Services, Community Care Licensing – Child Care Division, Title 22 of the Health and Safety Code, and the types of child care in California are defined as follows:

Child Care Centers:

A Child Care Center (or Day Care Center) is usually located in a commercial building (including churches, public or private school classrooms, business parks or recreation centers). Non-medical care and supervision is provided for infant to school age children in a group setting for periods of less than 24 hours.

Family Child Care Homes:

A Family Child Care Home must be in the licensee’s own home. The licensee must reside in the home. A Family Child Care Home reflects a home-like environment where non-medical care and supervision is provided for periods of less than 24 hours. The types are:

- Small Family Child Care Homes provide care to no more than 8 children.
- Large Family Child Care Homes provide care to no more than 14 children.

Both small and large family child care homes may employ staff or family members to care for children in addition to the licensee(s). A licensee’s children count within the care ratio. Large family child care homes are usually required to have additional caregivers if the group size of children exceeds a specific number, if the children served are infants or toddlers and exceed a specific number or if additional supervision is needed, as defined in regulation.

License Exempt Child Care:

California’s child care regulations are intended to promote children’s health and safety in licensed child care facilities. However, families and providers should understand that state regulations exempt certain types of providers from licensure, meaning they can operate legally without a license. Licensed providers have undergone an application and review process with Community Care Licensing and are required to comply with certain health and safety regulations. While license-exempt care is

not regulated by Community Care Licensing, there may be other governmental agencies that monitor their activities.

Four main groups of child care providers are exempt by the state from obtaining a child care license:

1. Individuals who care for the children of a relative, or who care for the children of only one other family in addition to their own children and certain parent cooperatives, in which families rotate care on an unpaid basis are also exempt. Nannies caring for children in the child’s home, relatives caring for family members, and parents “sharing care” on an unpaid basis are examples of care that is exempt from licensure.
2. Public as well as private non-profit programs that offer recreational services:
 - › Recreational services for school-age children can include classes and programs (like dance, sports or music) or drop-in child care for school-age children, where children check in and out themselves. These programs include some community programs as well as some parks and recreation programs. “Public recreation programs” means a program operated by the state, city, county, special district, school district, community college district, chartered city, or chartered city and county that meets either of the following criteria:
 - The program is operated only during hours other than normal school hours for grades K-12, in the public school district where the program is located; OR
 - Operated only during periods when students in grades K-12, are normally not in session in the public school district where the program is located, for either of the following periods:
 - For under 16 hours per week OR
 - For a total of 12 weeks or fewer during a 12-month period. This total applies to any 12 weeks within any 12-month period.
 - › After-school programs operated by public or private schools and only serving the elementary school children attending that school are typically exempt from licensure.

²⁹ <https://childcarelaw.org/wp-content/uploads/2014/06/Know-the-Law-About-License-Exempt-Child-Care-in-California.pdf>

Since many recreational after-school programs are offered for more than 16 hours a week AND for more than 12 weeks within a 12-month period, including the SSF Parks and Recreation Programs, the school age-after-school programs are typically licensed. The 12-week exemption from licensure usually exempts most summer programs offered by public entities or non-profits that offer recreational programs.

3. Businesses that offer limited child care to their clients and customers. These programs usually require that the parent or guardian remain on the premises and that they remove their children within a specified amount of time. This type of care ranges from a health club or gym that has a supervised playroom for use while parents or guardians are using the facilities or an employer that offers child care for employees while they are shopping, or working on-site. Temporary Tot Tending in SSF, actually began services many years ago in the Serramonte Mall as a temporary child care service for shoppers!
4. Programs that are overseen by state agencies other than Community Care Licensing. For example, organized camps that are overseen by the Department of Public Health. Because camps, (under Health and Safety Code Section 18897) typically operate for more than 24 hours, they are not considered, “child care” and are regulated differently as are group homes, foster care providers, boarding schools and other programs.

Two pieces of 2022 proposed legislation that may impact the exemptions related to recreation programs include:

- SB 1289-Ochoa Bogh; which would exempt all private recreation programs from requiring child care licenses.
- AB 1737-Holden; which would require certain camps (including day camps) to complete specific screening requirements.

Local Resources and Contact Information

Community Care Licensing, Child Care Division

San Bruno Regional Office #05
851 Traeger Avenue, Suite 360, MS 29–24
San Bruno, CA 94066
Phone: (650) 266-8800 FAX: (650) 266-8847
Counties Served: Marin, San Francisco, & San Mateo

Information on regulations, individual facility licenses (including visit and violation findings) are available online at: <https://cdss.ca.gov/inforesources/child-care-licensing>

Child Care Coordinating Council

330 Twin Dolphin Drive, Suite 119
Redwood City, CA 94065 USA
Phone: Monday to Friday from 9:00 a.m.–4:00 p.m. (650) 517-1460 and (650) 517-1461 (Español)
Counties Served: San Mateo County

Provides child care referrals and additional information and services for child care centers and homes. Online Child Care Data Base: <https://sanmateo4cs.org/families/child-care-referrals/>

California Department of Education

Early Learning and Care Division
1430 N Street, Suite 3410
Sacramento, CA 95814
Phone: (916)-322-6233 Fax: (916)-323-6853
Area Served: State of California

The California Department of Education (CDE), regulates child care under Title 5 which define program operations requirements for recipients of child care services funds made available through contracts with CDE at – such as state preschool programs.

<https://www.cde.ca.gov/sp/cd/>

Child Care and Development Division, CDSS

744 P Street M.S. 9-7-354
Sacramento, CA 95814
Phone: (916) 651-8848
Area Served: State of California

The California Department of Social Services (CDSS) regulates a range of child care programs including, CALWORKS, CCTR, Alternative Payment Vouchers, the Child Care Food Programs and others.

<https://cdss.ca.gov/inforesources/child-care-and-development>

San Mateo County Health Department

222 W. 39th Avenue
 San Mateo, CA 94403
 Phone: (650) 573-2222 Fax: (650) 573-2950
 SSF Phone: (650) 573-2764 ENV Services: (650) 372-6200
 Area Served: San Mateo County

San Mateo County Health Department regulates sanitation, health and safety concerns, provides COVID information and response and inspects kitchen requirements in child care programs.

Child Protective Services (CPS)

County of San Mateo Human Services
 Phone: 650-595-7922 or 1-800-632-4615 or 911 for immediate assistance.
 Area Served: San Mateo County

CPS investigates child abuse of all types. Any individual can call to report suspected abuse. Child care providers, teachers, medical professionals, and others, are mandated reporters and must report their observations or suspicions to CPS. Law enforcement can also respond to reports.

South San Francisco Fire Department – Fire Prevention

480 North Canal St.
 South San Francisco, CA 94080
 Phone:(650) 829-6645 Fax: (650) 877-8537
 Area Served: South San Francisco

<https://www.ssf.net/departments/fire/fire-prevention>

The State Fire Marshall regulates fire safety requirements and the South San Francisco Fire Department enforces requirements. Typically, a fire clearance is needed for most child care centers and large family child care homes (serving over 8 children including the providers children). Fire regulations and guidance regarding fire clearances can be found by contacting SSF Fire and at: https://osfm.fire.ca.gov/media/d5jhx11d/ib_day_care_guidelines_osfm-final.pdf

Business Licenses for Child Care Centers in SSF

City of South San Francisco Finance Department
 400 Grand Avenue
 SSF, CA 94080
 Phone:(650) 877-8505
 Area Served: South San Francisco

<https://www.ssf.net/departments/finance/business-license-information>

South San Francisco requires that those doing business in the city obtain a Business License, however, this applies only to child care centers, as effective January 1, 2020, all family child care homes are exempt from business license fees and requirements. An explanation of SB 234, and the protections for family child care as a residential use can be found at: <https://www.childcarelaw.org/sb234-resources/sb-234-faqs-for-family-child-care-providers/>

TrustLine

Area Served: California
 Phone: (800) 822-8490

<http://www.trustline.org>

Trustline provides fingerprinting, background checks and criminal records clearances for exempt care providers (nannies, neighbors, friends, etc.) and is California’s registry for license-exempt child care providers. As all licensed child care providers have been fingerprinted, Trustline provides this service to exempt care providers and those registered have been cleared through a check of criminal records by the California Department of Justice and the Federal Bureau of Investigation (FBI).

Because, typically up to 40% of all child care placements in this country are with licensed exempt care, like friends, relatives, neighbors, nannies³⁰, etc., It is important to include this type of care when looking at the landscape. As they are not regulated, they may be hard to find or categorize. Families with infants, children in diapers, children with special needs and those with parents that work non-traditional hours (evenings, weekends, extended shifts) may only be able to use unregulated care, because traditional care is not available. This type of care grew during the COVID pandemic as families were unable to secure regulated care or had reduced work hours or worked from home, requiring different arrangements. Many families secured temporary help from neighbors and relatives and friends due to COVID concerns. As vaccines become more widely available for children and COVID spread is lessened or becomes more manageable, child care placements should begin to shift.

³⁰ https://www.acf.hhs.gov/sites/default/files/documents/opre/characteristics_of_home_based_early_care_and_education_toopre_032416.pdf

Understanding Landscape – Supply and Programs in 2021

The child care landscape within South San Francisco, as of **September 2021** is rich and varied. Legacy child care programs (some in operation for decades), co-exist with new programs that have opened in the last two years. A supply of licensed family child care homes located throughout the city serve a range of scheduling, language and family support needs. Child care centers offering language immersion, dual-language learning, church sponsored and affiliated programs, recreational programs, and those that serve specific populations based on income eligibility criteria allow for a healthy mixed delivery landscape. Small centers located in residential areas contrast with the large cluster of employer-supported and commercial area child care programs located east of Hwy 101. Exempt, home-based child care usage, though not “map-able”, account for 36% of child care utilization of those responding to the survey.

South San Francisco Child Care Landscape in 2021

56

licensed or license-exempt child care centers providing spaces for:

2210

Preschool age children

446

Infants

1614

School-age children

53

licensed family child care homes of which:

32

are licensed as large family child care homes serving up to 14 children total with **448** spaces

21

are small family child care homes, serving up to 8 children with **168** spaces

4,886

Spaces for child care – birth to 12 years in all licensed and exempt centers and licensed family child care homes

36%

of families in SSF that use unregulated or license-exempt home-based care (family, friends, neighbors, nannies), of those responding to the “SSF Parent/Family Survey”



Types of Child Care Utilized by SSF Families

SSF Child Care Master Plan “SSF Parent/Family Survey” Question #8: Do you use child care? Type?

Q8: Do you currently use child care? If so, check all that apply.

Answer Choices	Responses	
	%	Number
Relative, Friend or Neighbor	32.33%	311
After-School Child Care Program	30.77%	296
Preschool – Child Care Center	23.18%	223
Do not use any child care	20.37%	196
Parents or family members stagger or schedule work hours, so care is not needed	17.36%	167
Summer Program	17.05%	164
Licensed Family Child Care Provider (in their home)	7.48%	72
Currently on Family Leave	4.05%	39
Nanny or Exempt Care Provider (in your home)	4.05%	39
Total Respondents:		962

While the national average of exempt in-home care use is 40%, in SSF the percentage of families responding to the child care survey and indicating they use license exempt, in-home family, friend or neighbor or nanny child care is 36%.

17% of respondents indicated that they were staggering work hours between family members so child care was not needed and 20% of SSF respondents indicated that they were not currently using any child care. This number is higher now due to the current COVID pandemic and its impacts on employment, child care availability and health and safety concerns.

While family child care is a permitted use in all residential homes of any type (including townhouses, condominiums, single family homes, etc.) as long as the licensee resides in the home, as of January 1, 2020, when SB 234 was passed, large family child care homes are now also a permitted use in residential areas and cannot be prohibited if they obtain a child care license and a Fire Clearance certificate.

As of January 1, 2020, family child care homes are also exempt from obtaining a business license or zoning change fee. An explanation of the changes can be found at: <https://www.childcarelaw.org/sb234-resources/sb-234-faqs-for-family-child-care-providers/>

At least one licensed child care center in SSF closed during the COVID pandemic. RW Drake Preschool on Southwood, had been operational since the 1970s, permanently closed in 2020 and two child care centers reported being closed temporarily in Fall 2021. A number of family child care homes were temporarily closed also and some have not yet re-opened.

Due to the COVID pandemic, child care programs were required to serve fewer children and reduce capacity to enable social distancing. This was not feasible financially for many programs. Additionally, due to the lack of available staff, programs were forced to either temporarily close or reduce services. Additionally, some parents and guardians engaged in remote work and some took leaves or left jobs due to health concerns, shelter-in-place mandates and lack of child care or in-person K-12 school availability. Clearly, many individuals lost jobs during the pandemic, as the unemployment rate in SSF grew from 2.20% in February 2020, to a high of 15.30% in April 2020, and back to 3.41% in December 2021³¹.

31 https://ycharts.com/indicators/south_san_francisco_ca_unemployment_rate

The San Mateo County Child Care Partnership Council and the County Office of Education conducted a subsidized care survey and surveyed programs for vacancies in 2021 to assess enrollment trends impacted by the COVID pandemic. The “Data on Subsidized Preschool Report”³² described vacancies in South San Francisco. Data indicates that families are not yet returning fully to formal preschool. Programs serving families of all incomes are reporting higher vacancy rates. According to a survey conducted by the SMC COVID-19 Child Care Response Team in April 2021, preschool providers in South San Francisco who responded to the survey had seen their enrollment drop from 1,324 children pre-COVID to 859 enrolled in March 2021, a 35% decrease in enrollment.

Of the licensed family child care homes, it is also difficult to ascertain the true number that are actually operational. Typically, providers may maintain a license, yet not be accepting any children, or may become licensed but not yet open for business. It is estimated at any one time, up to 40% of licensees are not

providing services. This number is especially relevant currently, as the COVID pandemic has destabilized the child care industry. Both child care centers and family child care homes that are required to be licensed (non-exempt) are regulated by child care licensing standards. While there are over 66 licenses issued in South San Francisco for family child care, according to DSS, Child Care Licensing Division and the Child Care Coordinating Council of San Mateo County, Resource and Referral Data, only 53 were verifiable as being operational at some time, based on phone contact, emails, referral availability and social media presence. Of the 53 identifiable programs, only 20 responded to the child care provider survey issued for this report, despite phone and email attempts. Additionally, as all family child care home addresses are protected by law from being available without permission, only general neighborhood location information is typically available, not a mailing address.

Finding Child Care for Children with Special Needs

Special needs in children can range from speech delay and hearing loss, to short and long-term medical illnesses, to chronic, severe, and life-threatening conditions. Autism, dyslexia, cerebral palsy, post-surgical care, behavioral needs, and even allergies and food sensitivities can all be classified as a special need. Most children in fact, experience periods in childhood where accommodations of some type are needed.

Child care providers are typically able to accommodate common, temporary and mild to moderate special needs and child care teachers and providers need ongoing training to ensure familiarity with the identification process, including understanding the provisions of an Individualized Educational Plan (IEP) and how to make needed environmental and programmatic modifications to support specific needs. Child care programs in South San Francisco generally accommodate a range of special needs including food allergies, medical conditions and mild to moderate identified needs, however, none specifically advertise specialized services for special needs children, other than the “Full of Fun Camp” operated by SSF P&R specifically for special needs teens and older children.

Child care staff in fact, are key in recognizing developmental differences and referring families to seek consultation and resources for emerging needs. For behavioral, learning and other key needs, early identification and early intervention is critical. Early referrals to medical professionals and the SSFUSD as well

as the San Mateo County Office of Education for assessment and services can result in improved outcomes. Child care teachers and providers observe and interact with many children of similar ages and can often spot differences or developmental delays that others may miss especially before children enroll in Kindergarten.

While school-based services are available and in fact, mandated for children with qualified special needs, it is often part-time and part-day. Depending on the specific need, services may be located in other areas of the county. There is no child care in South San Francisco designated for children with severe special, medical and behavioral needs. South San Francisco also does not have a specified sick child care program for children with temporary or chronic illnesses. As 8% of survey respondents indicated needing care for a child with special needs, this service gap needs to be filled, as parents and guardians of children with special needs also need to work, attend school, and care for other siblings.

As the COVID pandemic shifts and eases, child mental health concerns, learning loss, and social and emotional needs are beginning to emerge.

Incorporating all children in child care programs by providing inclusive environments with trained professionals will be key in meeting emerging and identified needs.

³² <https://www.smcoe.org/about/child-care-partnership-council/child-care-subsidy-program.html>

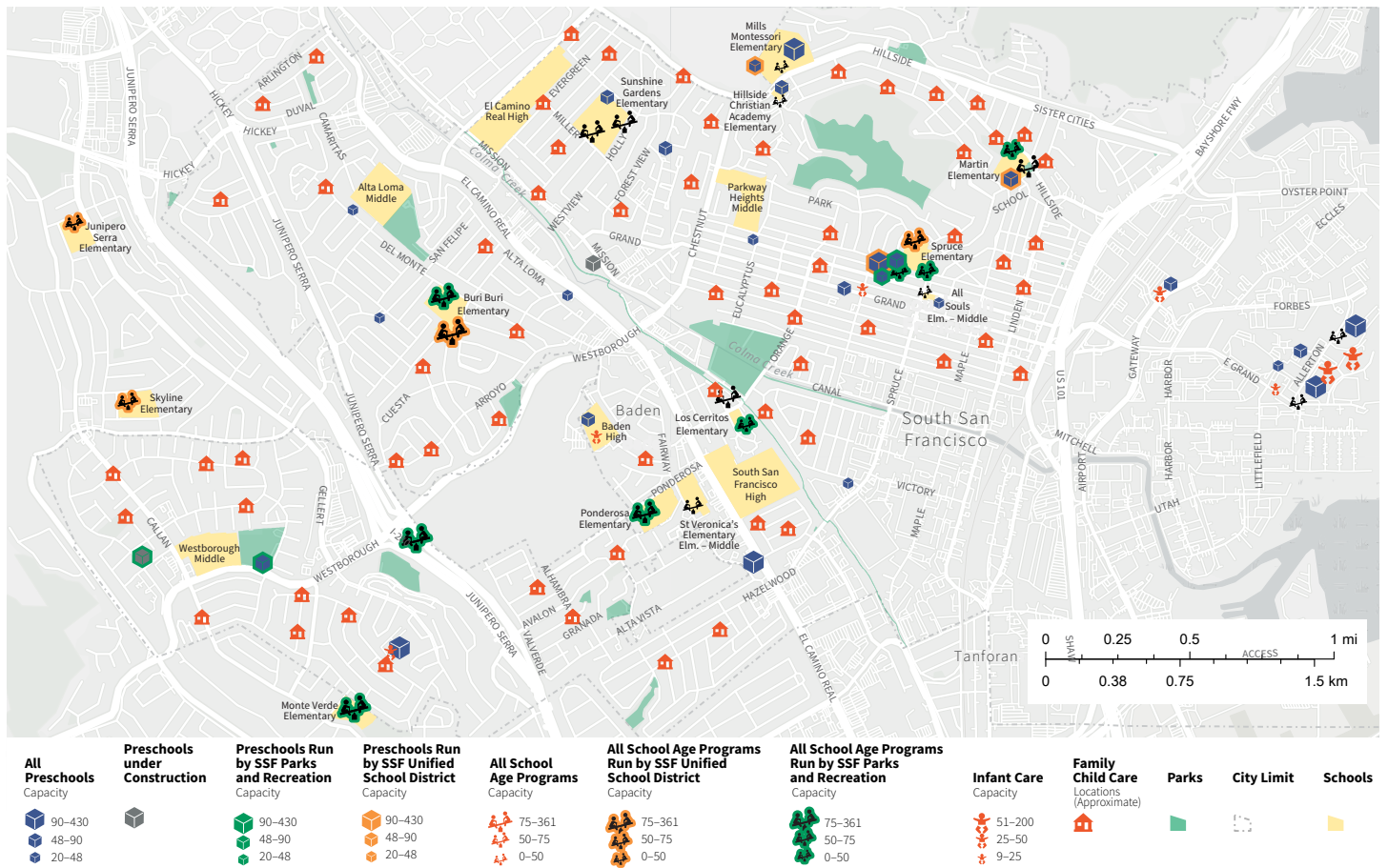
Mapping Child Care in SSF – Interactive GIS MAP

In 2021, SSF GIS Mapping created an interactive child care map for the Child Care Master Plan. Available at: ssf.net/childplan

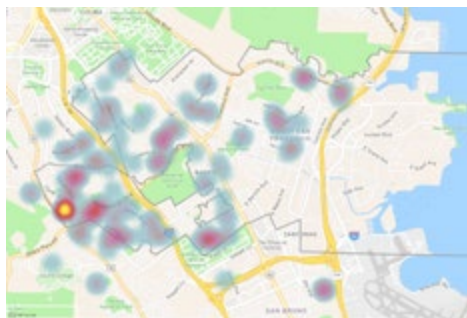
This map shows the locations of all licensed and exempt child care centers as well as family child care home locations by neighborhoods (as FCC addresses are protected from public viewing). The locations of SSFUSD schools, relative sizes of child care centers, types of programs, ages served and proximity to landmarks are viewable.

The SSF Parks and Recreation, Child Care Master Plan website is ssf.net/childcareplan

All SSF Child Care Facilities



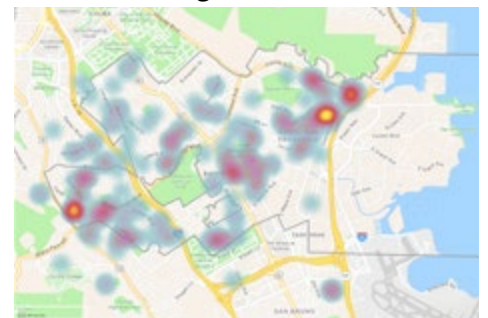
Enrolled Students in SSF P&R Preschools



Waiting List Students in SSF P&R Preschools



Enrolled Students in all SSF P&R Afterschool Programs



City Waiting List Data for South San Francisco Parks and Recreation Department Preschool Child Care Programs, January 2022

Additional maps show distribution of families enrolled in SSF P&R city programs and the distribution of families waiting on the SSF P&R city-sponsored child care preschool and school-age program waiting lists.

The waiting list for city-administered preschool programs is lengthy. In addition to program quality, location and services offered, preschool programs at Westborough and Siebecker Center are between 45%–60% less than the average cost of preschool

care, in effect offering partially subsidized child care to a prioritized list including South San Francisco residents, SSF city employees, siblings of those in care and those working in SSF. It is likely that many of the families on the waiting lists are in fact using child care. A survey of waiting list families specifically, could illuminate the current child care situations of these families. Once employment is stabilized, and the COVID pandemic eases, more predictable utilization patterns can be assessed. The reduced tuition costs and quality of the city programs ensure long waiting lists which cannot be interpreted to mean child care is not currently being utilized, rather, it means families would change care if it became available.

The SSF P&R offers an additional preschool site at Little Steps on Tamarack Lane. It serves 20 children and the waiting list process is separate as it is a BIG LIFT subsidized preschool site offering state and locally funded care on a sliding scale. Families must be income eligible to qualify for Little Steps. The total preschool capacity for Parks & Recreation Department preschool services is 134 children at three sites.

Why Waiting Lists?

According to the Brion Economic, Early Learning Facilities Needs Assessment, 2016³³, waiting lists for child care services serve to gauge both supply and demand, and also identify gaps in services. Pre-COVID, in 2016, 69% of all of the programs in San Mateo County that responded to the survey had waitlists. Over 3,500 children in San Mateo County were identified as waiting for care. Additionally, all full-time infant toddler programs were full, and 88% of the preschool programs were full. Part-time programs for infants/toddlers and preschoolers were at 82% and 75% of target enrollment respectively.

In South San Francisco, waiting lists were common for all programs prior to the pandemic. Despite the current pandemic, both SSF P&R and SSFUSD child care programs have long waiting lists, as do many of the child care centers, including the large employer supported and employer co-located programs east of Hwy 101.

Distribution of Children on the SSF P&R Preschool Waiting List

678

Total children on the waiting list, breakdown by age groups as follows:

170

Pregnant/Birth – 1-year-olds

waiting for care in 2023, 2024, 2025, 2026

182

2-year-olds

waiting for care in 2022, 2023, 2024, 2025

195

3-year-olds

waiting for care in 2022, 2023, 2024

108

4-year-olds

waiting for care in 2022, 2023

23

5-year-olds

waiting for care in 2022

³³ <https://first5sanmateo.org/wp-content/uploads/2017/06/Brion-Executive-Summary-Early-Learning-Facilities-Study-2016.pdf>

Available Child Care Subsidies

There are no centralized, cross organizational child care waiting lists for families in San Mateo County. Parents and guardians must sign up for multiple waiting lists on their own and the waiting lists for subsidized care are long. Centralizing this effort would be helpful for families as they search for child care. Finding subsidized child care and signing up for waiting lists are even more challenging. Because children remain in subsidized care until they age out, move away or become ineligible due to income gains, there is little movement in subsidized programs and children can wait on eligibility lists for months to years.

Total child care programs in SSF that offer subsidies:

- **2 Infant care centers** – providing 61 subsidized spaces

- **11 preschool centers** (9 with state or federal contracts and 2 that offer tuition reductions for all attendees) – providing **418 subsidized spaces**

- **3 school age centers** and **3 exempt care programs** that offer minimal fee care for all attendees providing 210 subsidized spaces and 310 minimal cost exempt care programs

- **73 total Transitional Kindergarten spaces** available to 4-year-olds in SSFUSD³⁴ 19–20 SY (**110 available in 2021**)

- **836 projected number of eligible 4-year-olds** (2019–2020) for Transitional Kindergarten (depending on birth dates and windows of eligibility)

Funding Program Type with Subsidies in SSF

Funding Program	Subsidies in SSF	Funding Program	Subsidies in SSF
Full-Day Center (CCTR)	Yes	CalWORKs Stage 1	Yes
CA State Preschool (CSPP) Full-day	Yes	CalWORKs Stage 2	Yes
CA State Preschool (CSPP) Part-day	Yes	CalWORKs Stage 3	Yes
CSPP Part-day blended w/Head Start (Full Day spaces)	Yes	Head Start (Part Day spaces)	Yes
FCCH Networks	No	Early Head Start	Yes
Migrant	No	Other: After School Education & Safety (ASES)	Yes
ASES – After School	Yes	Other: The Big Lift Full Day	Yes
Handicap Program	No	Other: The Big Lift Part Day	Yes
California Alternative Payment (voucher)	Yes	Transitional Kindergarten	Yes

³⁴ <https://www.smcoe.org/about/child-care-partnership-council/child-care-subsidy-program.html>

The majority of child care centers that offer subsidized child care in SSF have CCTR and/or CSPP contracts with CDE or CDSS through a sub-contract with the San Mateo County Office of Education. According to Sarah Kinahan, San Mateo County Office of Education, SMC CCPC Coordinator, she estimates that in 2019–2020, the state funded approximately \$3.4 million to center-based providers of infant, preschool and school age care in the City of South San Francisco through CSPP and CCTR contracts, plus approximately \$1 million in federal funding for Head Start/Early Head Start and approximately \$1.2 million in vouchers through CalWORKS and the Alternative Payment Program. Federal Headstart subsidies are available through IZZI, for the program in South San Francisco.

According to Christine Thorsenstein, Silicon Valley Community Foundation, “In 2019–2020, BIG LIFT partners, SSFUSD, SSF P&R and IZZI received preschool support funds including attendance support and quality coaching from San Mateo County Office of Education of approximately \$2,900,000. The Big Lift “Inspiring Summers” program including a direct contract with SSFUSD and services supplied by San Mateo County Libraries, received approximately \$1,250,000”.

Community Equity Collaboratives distributed a total of \$1,099,169 to SSF child care providers for COVID child care and support for the essential workforce and for learning hubs for school-age children when schools were not open for in-person instruction in 2020-2021.

According to Tanisha Hughes, 4Cs San Mateo County, “In 2019, 128 children from 81 families in SSF received Alternative Payment Program subsidies. In 2020, 153 children from 98 families received APP subsidies”. APP vouchers can be used at child care programs that meet certain guidelines and requirements and the waiting list is long to receive APP subsidy consideration.

CalWORKS child care is minimally used in San Mateo County and in fact has the 2nd lowest utilization rate in California. While family eligibility remains high, CalWORKS subsidies for child care are under-awarded as compared to the numbers of eligible families.

According to the CDE, ASES – After School Education and Safety Program budget projections released in 2021, SSFUSD was eligible to receive \$1,120,000 for after school programming in 2020–2021 and was eligible to receive an additional award of \$1,339,000 for the new ELO-P after-school programs.

This reflects a total of approximately \$13,308,169 for state and federal subsidies utilized in South San Francisco for the 2019–2020 year. As state and federal contracts need to be earned (utilized by eligible children), it is possible that less was available or earned due to the instability of child care utilization during this time period.

These estimates do not include current and expanding funding available for Transitional Kindergarten, (in the amount of approximately \$200,000 for the 21–22 year), or other private or philanthropic scholarships, fee reductions or discounts for child care fees. Other subsidies available in South San Francisco include the fee reductions available through the SSF Parks and Recreation program preschools, which provide all participants (SSF resident and city employee priority) with reduced tuition.

Based on the gap between supply and need for subsidized preschool and school age care, by zip code, 94080, SSF is one of the nine SMC CCPC³⁵ Priority #1 (one) zip codes for developing and needing new subsidized child care spaces in San Mateo County. Zip codes are ranked with #1 being the most critical in terms of child care needs.



35 <https://www.smcoc.org/about/child-care-partnership-council/>

SSF Child Care Provider Survey

In September 2021, a child care provider survey was released specifically to inform the **CCMP SSF**. Respondents were surveyed about a range of needs, program descriptors and status. 53 survey respondents consisting of those from SSF child care centers (both licensed and exempt) and licensed family child care homes completed the survey. Completions represented 78% of the 56 child care centers (36 respondents) in SSF and 37% of the 53 licensed family child care homes (20 respondents) and the survey was available in English and Spanish.

It is probable that the response percentage is higher, as of the 53 family child care licensees that had operational phone, email, advertising presence or were registered with 4Cs, a significant number were probably non-operational due to COVID limitations and enrollment drops.

For full survey details see: <https://www.ssf.net/home/showdocument?id=26460&t=637878736167532836>

Significant survey data for this section includes:

Q8: What are your greatest challenges in operating a child care business in South San Francisco? Check all that apply.

Answer Choices	Responses	
	%	Number
Parents cannot afford the child care	50.00%	24
COVID requirements	50.00%	24
Need assistance renovating, expanding, repairing or updating my facilities	43.75%	21
Not enough facilities or space to expand	41.67%	20
Need help providing the equipment, materials and supplies needed	35.42%	17
Hard to find families for my program	31.25%	15
The COVID Pandemic has changed my options	31.25%	15
Hard to find information on opening or expanding a child care program in SSF	20.83%	10
Cannot afford to maintain, renovate or upgrade my building	16.67%	8
The regulations for child care are confusing	10.42%	5
Other challenges (please specify)	8.33%	4
Difficulty in enrolling for community college classes	0.00%	0
Total Respondents:		48

Responses ranged from COVID impacts to families not being able to afford child care to challenges with expansion, renovation and securing funding for materials and equipment and finding information. Findings have been utilized to formulate recommendations at the end of this section.

Q9: How can the City of South San Francisco support your child care business? Check all that apply.

Answer Choices	Responses	
	%	Number
Help families living in SSF find child care	69.57%	32
Provide financial support to families that cannot afford child care	65.22%	30
Elevate child care as a vital service in SSF	65.22%	30
A website for SSF child care	54.35%	25
Assistance in finding and paying staff	52.17%	24
Connect SSF child care programs to resources	50.00%	23
Provide financial support to child care centers and family child care homes for child care equipment, materials, renovation or facilities	47.83%	22
Inform employers in SSF about child care options for their employees	43.48%	20
Provide more information on operating a child care business in SSF	32.61%	15
More multi-lingual resources	21.74%	10
Other ideas (please specify)	0.00%	0
Total Respondents:		46

Responses clearly fell into two primary categories. 69% of respondents prioritized helping families find child care with a range of requests related to providing more information, resources and advocacy for local programs. 65% prioritized helping families find child care resources to help them pay for child care services. Findings have been utilized to formulate recommendations at the end of this section.

Supporting Start-up – Facilities Needs and Inventory

According to the Brion Early Learning Facilities Study of 2017, conducted by Brion Economics³⁶, 121 child care administrators in San Mateo County responded to a facilities inventory study and indicated the following:

- Half of providers surveyed owned their own building, with an average ownership tenure of 30 years.
- Facility locations consist of: faith-based sites (29%), school district campuses (23%), converted commercial buildings (16%), converted residential buildings (16%), city owned facilities (11%), and a few sites built for specifically for child care (4%) or as an adjunct to an apartment building (3%).
- Of the 63 providers which rent their facilities:
 - › 11 sites anticipate issues renewing their lease or know they will have to relocate.
 - › 4 reported that increased rents were forcing them out of their current location.
 - › 2 reported that their hosting school districts were no longer offering space.
- In the Brion Study, the top three challenges to expanding child care facilities were:
 - › Lack of suitable facilities.
 - › Lack of expansion funding.
 - › Lack of adequate staffing.

³⁶ <https://first5sanmateo.org/wp-content/uploads/2017/06/Brion-Executive-Summary-Early-Learning-Facilities-Study-2016.pdf>

While currently, workforce shortages pose the greatest threat to child care efficacy, (as detailed in the “**Workforce**” section of this report), the lack of suitable and affordable facilities coupled with the thin margins of operational budgets poses a significant challenge. As noted above in the 2021 “**SSF Child Care Provider Survey**”, current child care operators in SSF cited a number of facilities related challenges, including needing support for securing sites for expansion, and securing funds for repairs, equipment, building upgrades and renovations. In South San Francisco, facilities are primarily located in licensed family child care homes (rented and owned), in SSFUSD owned facilities, in churches and faith-based facilities (rented and sponsored), in smaller commercial buildings and storefronts (typically rented or leased), in city-owned facilities (primarily Parks and Recreation buildings or city facilities) and in larger employer supported properties (typically employer or city owned), east of Hwy 101.

The high costs of housing impacts not only families, as noted in the “**Assessing Needs**” section of this report, but also commercial business operators. Child care displacement and rent increases that threaten continued operations are ongoing challenges. Additionally, school district and church properties, while heavily utilized, often have deferred maintenance and repair needs that are significant. Ensuring that funding is available for displacement prevention and building upgrades and repairs across public and private ownership is essential for maintaining healthy and safe environments for children. Family child care providers also have a range of facility needs and need support for repairs, upgrades, renovations, and emergency expenditures.

Ensuring that current child care providers are not displaced is a priority strategy, so supports for both family child care home providers and child care center licensees that lease or rent existing facilities is critical. Pathways to ownership, securing long-term leases and public/private partnerships that help with ongoing facilities costs are needed in a community where average housing costs in 2021 are almost \$1,300,000 to own a home and \$2900/month to rent a 2-bedroom apartment³⁷.

According to an article about Build Up, San Mateo County and its findings in “Forward Talent/US Chamber, 2015”, in San Mateo County, there is a significant struggle for real estate. “Child care businesses operate on tight budgets and demand for housing and office space often prices child care out of the market. In 2015, San Mateo County land cost \$84 to \$122 per square foot. To meet licensing requirements, there must be at least 35 square feet per child indoors and 75 square feet per child outdoors – a total of 110 square feet per child. To create only one classroom of 20 children at a total of 2,200 square feet, the cost for the land alone ranged from \$184,000 to \$268,400. This did not include building, materials, equipment or programming costs. The cost to build one child care space in the county is \$40,711!”³⁸

Maintaining the existing stock of child care within SSF is a priority for ensuring continuity of services. Another key strategy includes continually assessing the city for available facilities that may be suitable for child care conversions or uses.

When assessing facilities for general child care center suitability, a knowledge of CA DSS; Title 22, Child Care Licensing regulations is critical. Advisable characteristics include:

- Significant usable and fenced outdoor space (75 sq. ft./child) as compared to indoor space at 35 sq. ft./child.
- Ground floor access and location are highly preferable.
- Ability to add additional sinks & toilets, office space & kitchen space.
- Secure and designated access and entry spaces for program-only.
- Safe and environmentally suitable for children, ie. not in close proximity to excessive noise, traffic, air pollution, industrial utilization (unless mitigated).
- Commercial/school/church/recreation use designation due to traffic, parking and neighborhood impacts.

Current tenants, restrictions, existing leases, incompatible uses and limited interest all impact a child care facility’s appropriateness for child care use.

³⁷ https://www.bestplaces.net/cost_of_living/city/california/south_san_francisco

³⁸ <https://www.forwardontalent.org/stories/buildup-smc/>

A visual facility inventory of existing properties was conducted to provide possible future expansion possibilities for child care in SSF. Locations listed on the following page have some of the essential elements needed for future child care use, but may have insurmountable barriers that make sites un-usable. SSFUSD classrooms in under-utilized locations including on high school or middle school campus locations seem promising. Additionally, the unincorporated areas (San Mateo County) of SSF have multiple parcels of property currently utilized as churches and care facilities that could be zoned and appropriate for child care use.

As of December 2021, on the SSF Development and Construction Project Map³⁹, there were 14 research & development and office projects, 8 commercial projects, 21 residential and mixed-use projects and 3 civic projects listed as being in process within SSF. In addition to child care impact fees, considering additional employer and developer incentives for including child care within these existing projects and those in the immediate pipeline are needed to meet future housing and employment child care infrastructure needs.

All of the listed projects (except for one in the Westborough area) are located in the El Camino, Downtown, Lindenville and East of Hwy 101 areas of the city. East of Hwy 101 and Lindenville have no residential housing currently and the child care facilities in those areas are either funded by specific employers for their own employees and/or have extensive waiting lists for all employees in the area.

In 2021, Build Up San Mateo County⁴⁰ an Initiative to Grow and Improve the Supply of Early Care and Education Facilities in San Mateo County, created the handout entitled, “South San Francisco, Establishing a Child Care Facility; A Guide to Zoning and Permitting⁴¹”. This preliminary guide, as well as other start-up publications available in San Mateo, Redwood City, Palo Alto and San Francisco can be used to create an in-depth start-up facilities guide for South San Francisco to improve outcomes for potential child care businesses in SSF. Based on the 2021 “**SSF Child Care Provider Survey**” described above, improving access to child care business information, regulations and requirements was a priority for current operators.

The SSF Guide can be found under “South San Francisco” at: <https://buildupsmc.com/projects-page/land-use-study/>



39 <https://construction.ssf.net>

40 <https://buildupsmc.com/planning/>

41 <https://buildupsmc.com/projects-page/land-use-study/>

Potential Sample SSF Child Care Facility Inventory List

Compiled by Kathleen White, January 2022

City Owned Facilities

- Orange Park Library, 840 W. Orange
- City Hall Annex, 315 Maple
- Expansion of Westborough Park Preschool Facility, 2380 Galway

Locations Housed in Church Facilities

- RW Drake (licensed as child care 1971–2021 and vacant) 609 Southwood
- Good News Church (licensed as child care prior to 2000) 215 West Orange
- Mater Delarosa Church and School, (former elementary school) 1040 Miller
- St Elizabeth's Episcopal (cited in Brion Study) 280 Country Club Drive
- St. Veronica's – (current elementary school without preschool) 434 Alida Way
- St. Augustine Church, 3700 Callan
- Alta Vista Church of Christ, 361 Alta Vista
- First Samoan Methodist Church, 337 Alta Vista
- Holy Seed Church, 280 Country Club Dr.
- Primera Iglesia Bautista, 299 Country Club Drive

Locations housed in SSFUSD schools

- Westborough Middle School, 2570 Westborough Blvd.
- Foxridge (school closed in 1992 – expand shared child care facility) 2525 Wexford
- Serra Vista (school closed in 1992 – shared tenants) 257 Longford
- El Camino High School – (potential partner with ECE/EDU Pathway) 1320 Mission Road
- SSF High School – (potential partner with ECE/EDU Pathway) 400 B Street
- Baden Cont. High School/ Adult School – (potential partner with ECE/EDU Pathway) 825 Southwood
- All operational elementary schools with open classroom space or adjacent outdoor space for portable buildings

Currently in Development

- L37 Project (Pal Care) shared housing development: 1051 Mission Road

Joint-Planning – SSF P&R and SSFUSD

As the two largest public agencies delivering child care in South San Francisco it is essential that relevant city departments including Parks & Recreation and SSFUSD Departments collaborate in the areas of: facilities planning, after-school care, Transitional Kindergarten planning, summer programming (including summer school and summer child care planning), scheduling and shared enrollment, space utilization, funding opportunities, parent outreach, shared grant and program projects, workforce development and integrated high school to college pipelines in the ECE/EDU sector, joint facilities use, a regularly updated MOU to support a shared vision for SSF's children and youth.

Regular, frequent and representative meetings at the administrative, Board/Council and employee level are needed to ensure that communications and planning is ongoing, significant, and meaningful.

Economic Impacts

On Feb. 7, 2022, an article in the San Mateo Daily Journal entitled, “San Mateo County Child Care Industry Still Recovering”, shared that child care in San Mateo County is a multi-million, dollar industry serving over 40,000 children daily. According to SMC CCPC Coordinator, Sarah Kinahan, “Despite its size and essential nature, our child care system was fragile even before COVID hit with providers operating on razor-thin margins.” Kitty Lopez, the co-chair of Build Up San Mateo County and executive director of First 5 San Mateo County, said “Industry leaders and local officials had been meeting weekly for 18 months to discuss the state of child care in the county. Two years into the pandemic, San Mateo County’s child care system is still trying to recover from dips in enrollment but surging costs of operations, leaving leaders in the field to highlight necessary long-term solutions that will allow the vital industry to continue operating⁴²”.

*The US Chamber Foundation October 2020, COVID Child Care Impacts Report*⁴³ indicated that 89% of employers were now aware of their employees’ child care needs and 40% have offered additional child care accommodations and assistance of benefits due to COVID 19. Employers are increasingly concerned with retention and recruitment and have learned that child care and unstable family needs impact their workforce.



42 https://www.smdailyjournal.com/news/local/san-mateo-county-child-care-industry-recovering/article_2581e272-87fc-11ec-bf0a-cb077d885b83.html?utm_source=smdailyjournal.com&utm_campaign=%2Fnewsletters%2Fheadlines%2F%3F-dc%3D1644246018&utm_medium=email&utm_content=headline

43 <https://www.uschamberfoundation.org/reports/covid-19-impact-childcare>

According to ECEPTS, a workforce development organization in California, in 2020, child care generated 13.5 billion in CA in gross receipts, comparable to the spectator sports and women's clothing industries, yet the economic impacts reach beyond income generated. Unstable child care costs over 1.8 billion in annual costs to businesses due to absenteeism and turnover among working parents, 8 billion in lost earnings, revenue and productivity and \$1,150 in annual costs per parent lost to businesses in reduced revenue and hiring costs⁴⁴.

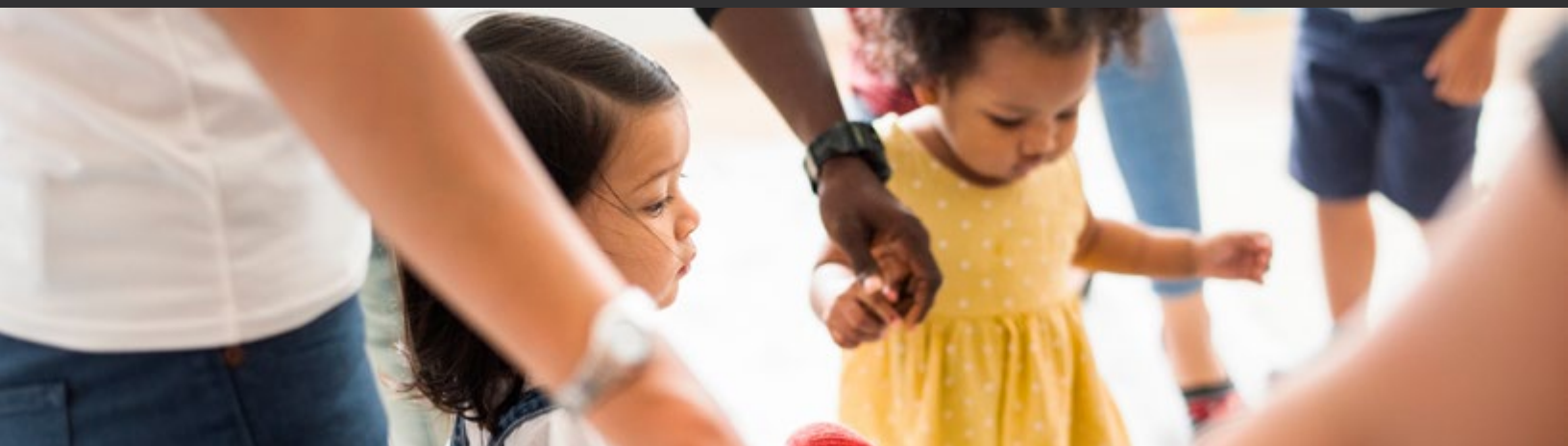
According to the 4Cs report on the "Economic Impact of Child Care in San Mateo County", for every \$1 million consumers spend

on licensed child care operation in San Mateo County over a one-year period, more than 52 jobs are created, including 22 indirect jobs in other local industries – business services, retail and wholesale trade and eating and drinking establishments. A capital investment of \$1 million for the construction of child care facilities creates 23 jobs for every one year, including more than nine in the construction industry. Investments in licensed child care reduces local public sector costs in other areas over the long-term. **Each dollar spent on high quality licensed care saves \$8.60 in future spending on criminal justice, welfare and other publicly funded programs**⁴⁵.

Economics of Child Care, 2015⁴⁶

Existing research suggests expanding early learning initiatives would provide benefits to society of roughly \$8.60 for every \$1 spent, about half of which comes from increased earnings for children when they grow up.

- High quality early education programs **narrow the achievement gap** based on the rigorous studies conducted since the 1960's and well described in research data.
- High quality early education programs can **boost children's earnings** later in life.
- These earnings gains and increases in projected income translate into **Gross Domestic Product (GDP) increases of 16-44%**.
- High-quality, affordable child care can help parents balance work and family responsibilities and **increase the employment of women**, increasing family economic stability.
- Early childhood education can **lower involvement with the criminal justice system**.
- Early childhood interventions can **reduce the need for remedial education**.



44 <https://ecepts.org/wp-content/uploads/2021/02/Fact-Sheet-CA.pdf>

45 http://www.buildingchildcare.net/uploads/pdfs/ca-county-eirs/SMC.economic_impact_2010.pdf

46 https://obamawhitehouse.archives.gov/sites/default/files/docs/early_childhood_report_update_final_non-embargo.pdf

Section 3: Overview of SSF from a Child Care Lens – Recommendations for Improving Child Care Landscape in SSF

Items that are HIGHLIGHTED are priorities for 2022–2023.

- 3.1.** Address the following gaps in child care corroboratively utilizing community input and resources including the City of SSF, SSFUSD, private child care providers, community organizations, parents and county and local support agencies. As funds become available or are currently available utilize to:
- 3.1.a.** Fund subsidized or reduced fee infant care for 361 infants of low-moderate income families.
 - 3.1.b.** Fund subsidized or reduced fee preschool care for 157 preschoolers of low-moderate income families.
 - 3.1.c.** Fund school-age care (full fee and subsidized) for 957 school age children, 727 spaces to be reduced cost or subsidized. This represents the greatest service gap at this time. Prioritize on-site or near site locations and prioritize providing child care through the 5th grade to ensure that children have adequate supervision and access to support, resources and caring adults.
-
- 3.2.** Aggressively plan for Transitional Kindergarten and (UPTK) implementation in SSF. Led by the SSFUSD, convene a community collaborative, representative of all key players (SSF city representatives, private child care providers, family child care, parents, higher education partners (Skyline, SMCCD), community organizations providing supportive services, SM County Office of Education, etc.) to develop a TK plan for SSF by June 2022, that will meet developmental needs of young children and help to alleviate the preschool gap. Ensure that TK site locations include geographic areas with low-moderate income families (Downtown, Paradise Valley to El Camino especially), provide appropriate after-school care options and as appropriate, utilize existing preschools and programs to provide integrated offerings. Begin to notify parents immediately of the planning efforts. Ensure that families can plan for TK enrollment with sufficient lead time and can participate in the planning process. Integrate planning process with the JACCCMP (as described in Section 9-1).
-
- 3.3.** Address child care needs projections and conduct and maintain child care facilities inventory in SSF annually when reviewing **CCMP SSF**. Publish availability of child care spaces and locations on city website for future and current provider expansion.
-
- 3.4.** Provide information, incentives and supports to employers, developers and real estate professionals on the need for child care in SSF. Include information on elements of assessing facility suitability and the need for development supports to meet future workforce demands. Encourage facility construction and build out within pipeline projects, including residential and commercial. Utilize list begun in the **CCMP SSF** as a starting point.
-
- 3.5.** Support the renewal of an MOU and joint powers agreement through 2030 between SSFUSD and City of SSF P&R for shared facility, land and programming uses, including joint child care offerings. Ensure that the needs of TK students are considered in space projections. Strongly consider utilizing middle, high school and under-utilized locations for child care spaces. Integrate child care programs into the curriculum of the hosting sites at all facilities.
-
- 3.6.** Consider implementing a Child Care Renovation and Repair Program to fund emergency, moderate cost and one-time child care repairs, renovations, emergency building needs or contract with the Low-Income Investment Fund, Child Care Facilities Fund in San Francisco (which manages a similar project for San Francisco). Goals of program include, preserving and supporting existing child care, increasing numbers of children served, addressing facilities needs that impact child care quality, supporting women-owned small business survival.
-
- 3.7.** Establish a Joint Advisory Committee of the Child Care Master Plan (JACCCMP) in South San Francisco (as described in Section 9 – Rec. 1).
-

- 3.8.** Seek funding to improve the elementary school enrollment process and integrate city, private provider and SSFUSD child care offerings to provide parents with children entering elementary school access to child care information and concurrent registration (including in TK).
-
- 3.9.** Seek funding to improve availability of updated child care information in SSF. Work with 4Cs San Mateo County to ensure that their child care referral system is easily accessed. Encourage SSF providers to develop a process to improve self-reporting of child care openings, advertise the availability of non-traditional care and services and provide assistance in marketing local child care providers in SSF.
-
- 3.10.** Provide services, equipment, materials and training for providers interested in caring for children with special needs. Develop a grant program to support increasing services to children with a range of developmental needs (including to children in diapers).
-
- 3.11.** Work with SSF Economic and Community Development Office, 4Cs, the Renaissance Center and other economic development initiatives to launch child care business support networks for licensed family child care providers. Link to entrepreneurship and economic & small business incubator efforts in SSF. Develop opportunities for unlicensed family, friend and neighbor caregivers to become licensed and obtain supports for quality improvement.
-
- 3.12.** Develop start-up child care guides, including regulations, requirements and local resources for establishing and expanding child care centers and family child care homes in SSF and make available via website, at the SSF Library and in appropriate city departments (Planning, Economic and Community Development, Small Business Incubator efforts etc.). Utilize the Build Up, San Mateo County; Establishing a Child Care Facility handout for general information and the City of San Mateo Child Care Start Up Guide when published (2022) as a template.
-
- 3.13.** Seek to quantify and inventory family, friend and neighbor child care in SSF for the purposes of providing supports and resources.
-
- 3.14.** Highlight child care providers in city publications, media, on the website and in press releases. Consider creating a provider recognition award or event to elevate visibility and value of child care in the community.
-



SECTION 4

The Child Care Workforce – Key to Quality Services



Central to Quality Service Delivery

The child care workforce is central to the delivery of quality child development services. Early childhood teachers and caregivers perform many roles and are the most critical elements to the provision of safe, healthy, inspiring and appropriate programs for children. Enriching materials, facilities and equipment may seem like priorities in the provision of child care services, but without skilled teachers and caregivers who are present and attuned to the needs of the children in care, the rest is insignificant. Quality child care requires caring, educated, well-trained and compassionate adults to observe, plan, schedule, design, implement, evaluate and respond with caring and empathy. Their commitment is essential to the work.

The adults caring for children must also be intentional. Quality child care is delivered by those who choose to be there. It is not a “temporary gig”, a “side job” or “something to do while waiting to do something else”. Intentionality is key, and child care providers, whether in child care centers, family child care homes or in exempt care settings, should WANT to be there and choose to do so. They should also be interested in learning about how children learn and grow.

The child care workforce was experiencing shortages prior to the COVID pandemic. Data from, Teacher Occupations, SF Bay Region (which includes San Mateo County); Centers of Excellence; 2019⁴⁷ described:

- 80% of TK-12 districts in California report that teacher shortages continue and in some cases are getting worse (Learning Policy Institute, 2018).
- On average over the next five years, there are projected to be over 124,000 openings annually in California for a cluster of 20 teacher occupations including preschool teachers, transitional kindergarten teachers and other child development staff.
- On average over the next five years, there are projected to be nearly 28,000 openings annually in the San Francisco Bay region for these 20 teacher occupations, representing about 20% of all teacher openings in California.
- There are critical teacher shortages in Transitional Kindergarten, K-12 STEM, Special Education, and CTE.

As described in the “COVID Impacts” section of this report, the workforce has moved from experiencing shortages to full crisis since March 2020. The pandemic has exacerbated the labor needs to a breaking point. As described in recent news releases, SF Bay Area school districts are resorting to administrators substituting in classrooms, classroom consolidations and child care center closures to address current shortfalls in teachers, substitutes and personnel⁴⁸. South San Francisco’s substitute teacher shortfall and the need for administrators and school secretaries to fill in as classroom substitutes was specifically noted⁴⁹.

While a workforce crisis in the sector existed long before the onset of the pandemic, recovery continues to be challenged. Nationally, 111,000 child care jobs were lost between Feb 2020 and January 2021, representing a loss of 11 % of child care jobs compared to Feb. 2020.

Locally, based on Employment Development Department of California, San Mateo County Labor Market Survey, (conducted pre-pandemic in 2016), it was projected that 2,130 child care center assistants, preschool teachers and elementary teachers would be needed each year through 2026, representing a shortfall of 8,520 workers in this very discreet and partial subsection of the total child care workforce⁵⁰.



47 <http://teacherprepprogram.org/wp-content/uploads/2020/01/COE-report-TeacherOccupations-BayRegion-web-August2019.pdf>

48 <https://abc7news.com/teacher-shortage-bay-area-school-districts-covid-19-impact-on-education-not-enough-teachers-in-schools/10915397/>

49 <https://www.ktvu.com/news/superintendents-secretaries-fill-in-as-south-san-francisco-teachers>

50 <https://www.labormarketinfo.edd.ca.gov/geography/sanmateo-county.html>

According to the Skyline College Early Childhood Education Department’s 2019–2020 Program Review, an analysis of labor market data also indicates that the CA school system will likely face a serious problem in meeting workforce demands in the Education sector. A 10-year decline of nearly 25% in enrollment in teacher credentialing programs has been reported (CA Commission on Teacher Credentialing 2017)⁵¹. The need to establish a more robust teacher preparation pipeline is greater than ever.

Teacher turnover is also a critical issue in the sector. Efforts to mitigate the stress of “pandemic teaching”, multiple competing expectations from external sources, health care concerns and children experiencing significant gaps in learning need to be addressed if we are to keep the teachers we currently have. Teacher turnover is significant at all levels and teachers at all levels (preschool and K-12) are stressed, burned out, unable to engage with students typically due to pandemic shifts and distance learning and are feeling under-appreciated and overworked. We need teachers to be okay, but they are not⁵². Ensuring that workforce development also includes addressing the needs of the current workforce is critical.

In addition to mitigating teacher stress and sector turnover, strategies to address wage inequities need to be formulated and implemented in South San Francisco.

Currently, there are no “Grow Your Own” pipelines beginning in South San Francisco High schools in the ECE/EDU Sector.

Grooming local talent through “Middle College” and Apprenticeship pipelines will help to recruit more future employees and will provide an opportunity to address compensation as students move to higher paying positions based on education and experience.

Building a pipeline from intern to entry-level worker and then to ECE lead teacher, local business owner, city staff member, TK-12 classroom teacher, youth worker, counselor, child care or school administrator will assist students in seeing the potential and the promise of a career in education.



51 <https://www.skylinecollege.edu/programreview/cpr/assets/2019-2020/EDUCD-CPR-2019-20.pdf>

52 <https://www.edweek.org/teaching-learning/teachers-are-not-ok-even-though-we-need-them-to-be/2021/09>

Who is the Child Care Workforce? A Sector Description

The short answer is that it is hard to know.

Identifying job descriptors, labor market and employment data for the field of early childhood and education can be difficult. There are over 20 teacher occupations clustered to define the workforce based on SOC and TOP codes, including preschool teacher, teacher aide, special education teacher, etc., however, this is not exclusive, as teachers are defined based on subject areas and age groupings. There are also intersections between preschool teacher, transitional kindergarten teacher and kindergarten teacher (as the job description may be dependent on the employer) and classroom teachers also serve as members of the child care workforce in many school districts, where after-school program oversight is provided by credentialed teachers.

Additionally, due to outdated coding, the United States Department of Labor does not track nuanced job descriptors such as after-school staff member or transitional kindergarten teacher. Family child care providers are often classified as small business owners in service industries and nannies, in-home caregivers, and unlicensed or exempt providers are virtually invisible, clustered under a broad range of self-employment categories. SOC codes are updated every decade at the federal level and in California: TOP codes even less frequently. Then there are NAICS, SIC and ONET codes that describe employment classifications. This makes identifying the true size of the workforce very difficult and results in undercounting the adults employed in the child care industry. The undercounting also minimizes the impacts of the industry in total and makes advocacy and support efforts more challenging.

More importantly, when looking at the Early Care and Education sector, from a workforce perspective, understanding that staff move between jobs and classifications frequently is critical. Entry level jobs may include teacher assistant, teacher aide and para-professional positions, with employment options increasing as additional certifications (permits and/or credentials) are earned and college coursework and programs are completed. The continuum for the workforce spans early childhood positions, to after-school work, to summer recreation jobs, to those in administration, to TK-12 classroom teachers, to counselors and other school or community-based positions. The common denominator is that these jobs are for individuals that want to work with and on behalf of children, youth and/or their families and may define themselves as educators, caregivers, teachers, recreation leaders, nannies and

more. How many individuals spend their working day educating and caring for children and youth? That is a critical question and one that is difficult to answer.

According to, “A Key Lever in Workforce Development, California Fact Sheet”, produced by ECEPTS; 2019, there are 204,910 child care staff working in 10,866 licensed child care centers and 27,528 licensed family child care homes in California⁵³. The workforce in CA is predominantly female at 94%, and 68% are women of color with the average age of this workforce at 40 years.

Locally, in the San Francisco Bay Area, the Center for the Study of Child Care Employment released a workforce study entitled, “Estimated Size of the California ECE Workforce”; 2021 and indicated that there are approximately 36,000 educators staffing child care centers in the San Francisco Bay Area and 10,000 working in licensed family child care homes⁵⁴.

These numbers do not include individuals staffing child care programs that are exempt from licensure, or those in public and private after-school programs, those in special education classrooms for children ages birth to 5 years old, those in TK classrooms and those staffing learning hubs, summer day camps and a host of other settings that serve as child care for children and youth.

According to the Partnership for Children & Youth, “Expanded Learning Workforce Report”, 2021, the after-school workforce differs from the early childhood program workforce, in that 65% are women and 35% are men, 63% are ages 20-29 years., 69% work part-time, earning near minimum wage and do not get health benefits, and the majority of the workforce has completed college coursework and is preparing for teaching, administration, counseling and other related jobs. 70% of the after-school workforce in CA are people of color⁵⁵.

The California Afterschool Network report on, “State of Expanded Learning”; 2019, indicated that there are 30,000 after-school professionals funded by California Department of Education (ASES and 21st Century CCLC funds) working in 4,500 schools and serving 900,000 students⁵⁶. It is estimated that there are an additional 30,000 staff in California providing after-school services in private and fee-based public-school programs and in after-school recreational programs not in this total, that also serve as child care.

53 <https://ecepts.org/wp-content/uploads/2021/02/Fact-Sheet-CA.pdf>

54 <https://csce.berkeley.edu/estimated-size-of-the-california-ece-workforce/>

55 <https://static1.squarespace.com/static/59f76b95268b96985343bb62/t/603ff28232f79c463ded419e/1614803593798/Expanded+Learning+Workforce+Fact+Sheet+-+02-24-21.pdf>

56 https://www.afterschoolnetwork.org/sites/main/files/file-attachments/can_sots_expanded_learning_2018-2019-a11y.pdf?1582667975

To further complicate the data picture, these numbers do not include the license-exempt caregivers that provide services to children in their own homes or those described as “family friend or neighbors”. These include nannies, in-home care providers, relatives, friends and neighbors, and those caring for children from one family or only relatives, which exempts them from needing a child care license. It is estimated that 40% of child care placements in California are in with FFNs, representing a large and significant portion of the child care workforce. This type of placement has increased due to the COVID pandemic.

FFNs represent the largest share of the home-based child care sector according to the NSECE, USHSS, “Characteristics of Home-based Provider Study”; 2016 and they are they more likely to serve children from low-income families⁵⁷. A higher percentage of black and Latino/a children are cared for by a relative, and infants and toddlers under the age of 3 years are more often cared for in home-based settings and they make up 46% of low-income children under the age of 6 years. Children with special needs and 53% of children in rural areas are also more commonly cared for in homes. Workers with nontraditional hours, including many workers that are essential to our crisis response, depend on home-based care. Children whose parents work at least some nontraditional hours – early morning, evening, weekend, or overnight – represent 58% of the 4.77 million low-income children under age 6 with working parents⁵⁸.

For the purposes of this report, the 307,000 credentialed teachers in CA in 2018–2019 (the most recent California workforce data)⁵⁹ may not directly be providing child care, although when looking at developing workforce pipelines, it is understood that early childhood teachers may have career goals that include K-12 teaching and the line between describing the work of a preschool teacher and the work of a TK teacher is blurry at best. As California implements universal transitional kindergarten for 4-year olds and a “13th grade” within the public school system is created, it will be imperative that the sector is inclusive of early care and education as a continuum, for the work is entwined.

While all credentialed teachers in California possess a BA (4-year degree) at a minimum, and a teaching credential for a specific grade level, typically, it should be noted that according to the Center for the Study of the Child Care Workforce, *Early Educators Equipped to Teach TK*; 2020, almost half of the preschool teachers in center-based preschool programs have a bachelor’s

degree or higher, and 58% of those teachers majored in early childhood education or child development⁶⁰ and the Educator Preparation Committee of the California Department of Education, Commission on Teacher Credentialing, is recommending multiple pathways for preschool teachers to become qualified to teach in transitional kindergarten⁶¹.

This further links the pathways between early care and education and therefore requires that workforce development be inclusive and across the full sector of employment and career possibilities.



57 <https://www.nccp.org/publication/demographics-of-family-friend-and-neighbor-child-care-in-the-united-states/>

58 https://www.acf.hhs.gov/sites/default/files/documents/opre/characteristics_of_home_based_early_care_and_education_toopre_032416.pdf

59 <https://edsources.org/2020/quick-guide-the-california-teacher-workforce/636231>

60 <https://cscce.berkeley.edu/early-educators-equipped-to-teach-tk/>

61 https://www.ctc.ca.gov/docs/default-source/commission/agendas/2021-09/2021-09-2a.pdf?sfvrsn=14b325b1_2

Compensation, Wages and the Workforce Shortage

According to The Insider, “Three Reasons Why Everyone is Quitting Their Job”, 2022, the new American pastime is quitting jobs. Low wage sectors are disproportionately leading departures, as are sectors with elevated COVID exposure risks. Child care was mentioned as one of the three reasons, specifically related to the low wages, hard working conditions, exposure to unvaccinated young children and the lack of support⁶².

What are average child care salaries and why is compensation so low in this sector?

The average elementary school teacher salary in the South San Francisco Unified School District in 2019 was \$82,168⁶³, which is about average for the 23 San Mateo County school districts, although several including districts in Hillsborough, Woodside, Portola Valley were significantly higher. Teacher salaries are dependent on district financing structures and contract negotiations and the disparities between districts are noticeable. In comparison, the average wages for the child care workforce are significantly lower. Additionally, child care staff often work full-year, while credentialed teachers typically work a 9-10 month year, making the annual salary significantly higher.

Based on the “San Mateo County Early Education Teacher Compensation Study” produced in 2017 by the San Mateo County Child Care Partnership Council and First 5 San Mateo County⁶⁴, the average wages across a representation of multiple program types were as follows:

2017 Average Child Care Wages in San Mateo County Across Multiple Program Types

- **Teacher Aides** (entry-level) – \$15.47/hr with a 15% turnover rate in the previous 12 months
- **Assistant or Associate Teachers** – \$17.35/hr with a 12% turnover rate in the previous 12 months
- **Teachers or Lead Teachers** – \$22.07/hr with a 10% turnover rate in the previous 12 months
- **Site Supervisors** – 27.11/hr with an 11% turnover rate in the previous 12 months

In comparison:

The average San Mateo County Kindergarten teacher earned \$43.37/hr



Full-time employee benefits for the child care workforce ranged from paid personal days and holidays, dental insurance, reduced tuition for dependents, partially or fully paid health insurance, paid family leave, employer contributions for retirement plan, merit and holiday bonuses, long and short-term disability insurance, life insurance, professional development, membership in professional associations, year-end buy-out of unused sick time, 100% college tuition reimbursement, monthly agency-wide staff development, coaching, staff parties, stipends for leading parent workshops, leadership bonuses, and longevity bonuses.

Part-time employees were less likely to receive benefits, with only 21% of programs offering partially paid health care to all part-time staff.

62 <https://www.businessinsider.com/3-reasons-everyones-quitting-great-resignation-biden-labor-secretary-2022-1>

63 <https://www.smdailyjournal.com/search/?l=25&sort=relevance&f=html&t=article%2Cvideo%2Cyoutube%2Ccollection&app=editorial&nsa=edition&q=teacher+salaries>

64 https://www.smcoe.org/assets/files/About_FIL/Child%20Care%20Partnership%20Council_FIL/San%20Mateo%20ECE%20Teacher%20Compensation%20Study%20wAppendices_11.21.17.pdf

In 2016, the San Mateo County Living Wage Calculator (Massachusetts Institute of Technology (MIT))⁶⁵ described a living wage for a single adult residing in San Mateo County as listed in the following table.

Living Wages in San Mateo County

Family Size	MIT Living Wage Hourly Wage
Single Adult	\$16.13
Adult with one child	\$32.90
Adult with two children	\$37.71
Two working adults with two children	\$20.32
Position	Average Hourly Wage
Teacher's Aides	\$15.47
Assistant/Associate Teachers	\$17.35
Teachers	\$22.07
Site Supervisors/Directors	\$27.17

These charts illustrate the struggle many in the child care industry have just to meet basic needs in the county.

While San Mateo County employers were commended for offering wages considerably higher than the CA state average, of

\$39.76/hr for child care workers and \$39.76 for mid-range elementary school teachers, in 2016, the cost of living in the county as well as the growing availability of competitive salaries in other sectors is leading to increased turnover now in 2021.

Additionally, the workforce is well educated with the majority of the workforce having at least an AA degree, and many possessing BA degrees and beyond.

As compared to other industries in San Mateo County where college is not required, the hourly wages of child of care staff are not commensurate with educational attainment:

- **Entry-level Starbucks employee** – \$15.00–17.00/hr
- **Entry-level COSTCO employee** – \$17.00–18.00/hr
- **Roofers** – \$32.35/hr
- **Bus Drivers** – \$24.05/hr
- **Make-up Artists** – \$31.81/hr

The complete report is available at: https://www.smcoe.org/assets/files/About_FIL/Child%20Care%20Partnership%20Council_FIL/San%20Mateo%20ECE%20Teacher%20Compensation%20Study%20wAppendices_11.21.17.pdf and contains specific details, resources and additional wage information for the sector.



⁶⁵ <http://livingwage.mit.edu/counties/06081>

South San Francisco – Labor Market Data Details

Based on licensing regulations and staffing ratios, it is estimated that 590 individuals are employed in the 56 licensed and exempt child care centers serving children from Birth to 12 years old in South San Francisco. This estimate includes those providing direct child development services as well as the individuals who provide administrative, support and other related services. It is also estimated that approximately 75 individuals are employed in the 53 licensed family child care homes in South San Francisco, as 32 of the 53 are licensed as large family child care homes, which require additional staff when serving capacities between 8–14 children. This brings the number of individuals employed in the child care sector in South San Francisco to a total of at least 665. This does not include the numbers of credentialed teachers teaching in Transitional Kindergarten, kindergarten, and elementary schools although they represent a critical part of the workforce career pipeline. Additionally, in the summer, even more individuals provide summer programming for school-age children at a wide variety of license exempt settings.

It also does not include unregulated care providers, “Family, Friend and Neighbors” (FFNs), however, in the “**Child Care Needs**” section of this report, based on child population data, we know FFNs are a significant representation of the child care workforce, although some may be unpaid.

In September 2021, the “**SSF Child Care Provider Survey**” which was released specifically to inform this **CCMP SSF** contained several survey questions related to the workforce needs of the sector. Respondents were surveyed about a range of needs, program descriptors and status.

53 survey respondents consisting of respondents from SSF child care centers (both licensed and exempt) and licensed family child care homes completed the survey, which was developed to gain current and relevant information for the development of the **CCMP SSF**. Completions represented 78% of the 56 child care centers in SSF and 37% of the 53 licensed family child care homes and the survey was available in English and Spanish. 44 respondents answered the following questions, which most likely represented those that hired staff on a regular basis.

Q5: Please describe the staffing challenges for your program. Check all that apply.

Answer Choices	Responses	
	%	Number
I have a hard time finding staff.	77.27%	34
I could serve more children if I had additional staff.	45.45%	20
I have lost staff during the COVID Pandemic.	40.91%	18
I need substitutes when regular staff or I cannot come to work.	36.36%	16
It is easy for me to find staff.	9.09%	4
Total Respondents		44

South San Francisco respondents overwhelmingly described hiring difficulties as 77% indicated that they had difficulty in finding staff and 40% lost staff as a result of COVID pandemic workforce impacts. 45% would be able to increase enrollment if they had more staff, clearly linking staff shortages to restrictions of growth. Additionally, a shortage of substitutes was also noted.

Q6: If finding staff is challenging for you, what assistance could you use in finding staff? Check all that apply:

Answer Choices	Responses	
	%	Number
Funding for higher wages	84.09%	37
Funding for better benefits for staff	70.45%	31
More pathways from the area colleges	59.09%	26
More pathways from the area high schools	47.73%	21
Help for parents, relatives or other adults in taking ECE or Child Development classes so they can work in my program	45.45%	20
Shared recruitment efforts	29.55%	13
Substitute pool	29.55%	13
Job fairs and outreach	22.73%	10
Other (please specify)	6.82%	3
Total Respondents:		44

Recommendations for addressing the current workforce shortages are incorporated below. Current providers of child care in South San Francisco choose from among a variety of strategies to address the workforce shortages they are experiencing. Addressing wage inequities and securing funding for improving wages and benefits received the most support, but other concerns are summarized as well.



Why Do Workforce Shortages Matter?

In essence, all of the recommendations within this document are reliant on the availability, preparation and quality of a workforce. This workforce is in serious crisis. Therefore, planning for facilities, expansion, and utilization of incoming federal, state and local funds for child care is solely dependent on the availability of teachers and caregivers. It should be the first and most critical item to consider, yet there is an assumption that, “If you build it, they will come”. For instance, in the Governors 21–22 budget, containing a significant expansion of Transitional Kindergarten (for 4-year-olds), there was limited focus and funding allocated to developing new pipelines, funding pathways that begin in high school, supporting community college students and really building a teacher workforce in new and innovative ways.

There is also significant concern that current preschool teachers will leave the private sector and move into new Transitional Kindergarten jobs, that will be in many cases, school district administered and at higher wages with union negotiated benefits. The concern is not that this opportunity for career advancement is a positive move for the teachers, but rather that the jobs they are leaving are serving our youngest and most vulnerable children. Without planning for this exodus, child care for infants and toddlers could be severely impacted. It is projected, based on the TK expansion alone, that 8,000 to 11,000 transitional kindergarten teachers in California will be needed to staff new TK classrooms by 2025. Where will these teachers come from? The CA Commission on Teacher Credentialing has authored a paper on establishing multiple pathways to meet these needs⁶⁶, but the funds are only available to school districts, schools and Local Educational Agencies (LEAs). Will this allocation create the ground-breaking results that we need? Will this be enough? In South San Francisco, the planning for TK expansion is beginning and taking steps now to ensure that a qualified workforce is available as a key component of TK implementation.

How will shifting highly qualified teachers from child care to TK classrooms impact the supply of child care staff for children between birth and 4 years old? In the article, “Funding Universal Pre-K and Not Child Care Would be a Disaster,” 2021, the author

describes the house of cards that a public universal preschool program would create as infant and toddler programs require more staff, are more expensive to operate and are currently experiencing a staffing shortfall. Not understanding that universal preschool IS child care and that the entire system and family needs are interconnected is short-sighted⁶⁷. As the National Women’s Law Center’s Melissa Boteach tweeted, “I am increasingly blown away by how divorced national policy discussions are from the reality of families’ lives. If my 4-year-old has universal pre-K, but I can’t find/afford care for my baby, I STILL CAN’T WORK”. This is also true for families with both younger children and school-age children. Both need to be in continuous and available care for employment to be possible.

Total employment in all areas and sectors in this country is projected to grow from 153.5 million to 165.4 million over the 2020–2030 decade, an increase of 11.9 million jobs, reported the U.S. Bureau of Labor Statistics. This increase reflects an annual growth rate of 0.7 percent, which is higher than recent projections cycles and accounts for recovery from low base-year employment for 2020 due to the COVID-19 pandemic and its associated recession⁶⁸. The increase in jobs will require an increase in available child care AND an increase in available teachers to prepare the new employees in those 11.9 million jobs.

A key factor when considering the importance of this workforce, is the dependence of ALL sector growth on high quality teachers and the availability of child care for ALL workers that are parenting, including many college students preparing to enter the job market. Child care is infrastructure, like transportation and the internet. The children of the workforce need to be supervised and cared for, before parents and guardians can even become employed. Without child care, all sectors are unable to attract and retain parents and guardians. And, without well-prepared students served by high quality teachers at all levels (in preschool, elementary school, middle and high school) all workforce sectors suffer from poorly prepared future employees. The implications for teacher shortages at all levels are far-reaching and multi-generational⁶⁹.

66 https://www.ctc.ca.gov/docs/default-source/commission/agendas/2021-09/2021-09-2a.pdf?sfvrsn=14b325b1_2

67 <https://newrepublic.com/article/163991/funding-universal-prek-childcare>

68 <https://www.bls.gov/news.release/ecopro.nr0.htm>

69 <https://www.afterschoolnetwork.org/paving-way-pathways-exl-educators-teaching>

Section 4: Recommendations for Addressing Child Care Workforce Shortages in South San Francisco

Items that are HIGHLIGHTED are priorities for 2022–2023.

- 4.1.** Begin all child care and educational program expansion discussions with the questions, “Where will the teachers come from? How will we staff this program? Who will we hire?” and commit to a city-wide commitment to value, support and validate teaching careers at all levels and support actions that build a workforce pipeline.
- 4.2.** Develop a shared understanding across all decision makers that the teacher shortage in SSF impacts ALL career sectors, ALL employee recruitment efforts, and is preventing growth by limiting preparation program availability. Teacher shortages at all levels also impact the viability and availability of biotech pathways, health care pathways, engineering pathways, IT pathways and STEM career preparation. Developing future teachers is linked to providing meaningful and supportive pathways throughout the Early Care and Education continuum. Teacher recruitment at all levels needs to be coordinated, prioritized and valued.
- 4.3.** View child care as infra-structure; our economy is dependent on child care in the same way that roads, plumbing and the internet are foundational to the workplace. Ensure that child care teachers and providers are compensated commensurate with their education, experience, value and responsibility.
- 4.4.** Develop local solutions to the wage inequities in the child care field. Include child care providers at all levels in SSF Equity Plan and Equity goals. Utilize JACCCMP to recommend actions.
- 4.5.** Improve wages across all employers in SSF to build a competitive edge in the labor market AND to lift wages in surrounding communities. Review the incentive programs available in neighboring cities, including the Compensation and Retention Early Educator Stipend, CARES3, which the Office of Early Childhood Education (OECE) in San Francisco distributes to eligible child development staff to increase wages. Over 30 million dollars over 3 years is available (at about \$4,000/person) to increase retention, attract workforce and address area high cost of living. A significant increase in the stipend was recently announced in 2022, of up to \$30,000 per staff member. Support the ELC San Mateo County Stipend Program and share information.
- 4.6.** Increase access to benefits for all child care teachers and caregivers. Consider shared benefit pools and improving access to benefits for all part-time and full-time workers, especially to those without health care. All employees working with children in SSF should either have health care or be able to obtain it at low cost, especially during a pandemic.
- 4.7.** Increase the provision of employee child care benefits at public and private SSF work sites to support working parents with child care costs and access. Provide platforms for technical support to area employers on implementing family friendly policies. Outreach to employers in the child care industry to ensure representation. Include expectations and financing models for all providers of child care in SSF to provide child care services for their own employees and explore costs and financing of this expectation.
- 4.8.** Sponsor local job fairs for SSF child care employers. Consolidate efforts and host a shared job search and posting service for the SSF child care community to share.
- 4.9.** Commit to a “Grow Your Own” model of child care, educator and school-based career development with a goal of 10% of SSF high school graduates returning to fill jobs in the ECE/EDU and related sectors in SSF. Ensure that local talent and specifically, local young people in SSF are offered opportunities to consider careers with children and youth and develop workplace competencies. Pair college success, academic planning, counseling and project-based learning starting in the 8th grade with “Careers in Education” exploration opportunities. Support both SSFUSD and SSF private schools in their efforts to engage in career exploration.
- 4.10.** Link social justice and equity goals in SSF to careers in teaching. Social justice is exemplified in equitable and expanded educational opportunities for all. Ensure that SSF young people envision themselves as “difference makers” and “change agents” for the next generation of young people and that the role that child care and education plays in achieving equity is lifted. Create equity goals for children and youth that include having access to teachers at all levels who reflect their language, culture and ethnicity and model inclusive practices.

- 4.11.** Skyline College, which is the California Community College that serves South San Francisco, has expressed interest in the following programs that would enhance Early Childhood and Education Pathway Pipelines:
- 4.11a.** Offering “Dual Enrollment” (college credit for work experience, internships, college courses, cooperative work experience and programs) and promote “Middle College” opportunities in the Early Care and Education sector as well as in general education for high school students in SSF.
 - 4.11b.** Develop or implement an existing pre-apprenticeship for high school and apprenticeship program for adults in partnership with SSF employers, the SSFUSD and the City of SSF, Parks and Recreation Department
 - 4.11c.** Develop City of SSF Parks and Recreation child care sites as intern training sites and offer college cooperative work experience credit.
 - 4.11d.** Utilize SMCOE, K-12 Strong Workforce funds to specifically support the 40.8% of the South San Francisco Unified School District students who are from families with limited financial means, and the 80.3% students of color, to access the opportunities and careers in early care and education and bring critically needed language diversity to jobs with children and youth.
 - 4.11e.** In San Mateo County, 46% of high school completers attend a community college and 24% do not show up in post-secondary education the year after completion. Identify and specifically target this population in SSF to enter the ECE/EDU pathways.
 - 4.11f.** Bring community college workforce development funds into the ECE/EDU sector workforce preparation plans.
-
- 4.12.** Link employment in school-age, summer and after-school programs in SSFUSD, SSF P&R and private programs to Apprenticeship, Teacher Residency and Teacher Fellowship opportunities and pathways as a means to support employee interest in careers in teaching. Utilize CAI, SAEEI and other available apprenticeship funds. Secure to launch.
-
- 4.13.** Locate preschool classrooms on the El Camino High School and SSF High School sites and offer Skyline College dual enrollment and “Middle College” courses in related content.
-
- 4.14.** Create an ECE/EDU pipeline program at Baden Continuation School with existing on-site child care programs as laboratory and internship sites and offer Skyline College dual enrollment and “Middle College” courses.
-
- 4.15.** Replicate the Oceana Early Childhood Dual Enrollment Pathway in a South San Francisco high school and link to internships, cooperative work experience and paid positions. Explore replication of the SMCUHS CTE Pathway Program at Hillsdale High School which includes dual-enrollment courses with Canada College, <https://www.smuhsd.org>, and the on-site Hillsdale Nursery School, <https://hhsnurseryschool.weebly.com>.
-
- 4.16.** Seek workforce development, youth employment and prevention funds to support paid youth employment in elementary school, after-school and child care facilities and pair with college credit courses. Others programs are using ELO-P funds for high school staff. Explore this option.
-
- 4.17.** Launch a High School Future Teacher Club in partnership with the California Teachers Association (CTA), the Student CTA Chapter, with Skyline College and SSF high schools.
-
- 4.18.** Develop an 8th grade career exploration model at Westborough Middle School and consider locating an expanded preschool at that school location. Provide internship and co-curricular opportunities between Westborough Middle School and the current Westborough P&R Preschool.
-
- 4.19.** Ensure that SSF Parks and Recreation Summer Camps offer Intern Programs for high school students with paired dual-enrollment courses, stipends and work-based learning opportunities.
-
- 4.20.** Provide or invite organized community service opportunities for middle and high school students in all SSF child care programs. Provide college credit through cooperative work experience and internship courses.
-
- 4.21.** Work with Human Resources in SSF to develop youth Intern stipend program, youth apprenticeship and adult apprenticeship wage scales to allow for payment of youth interns and apprentices.
-

- 4.22.** Actively support parents enrolled in SSFUSD schools who are seeking employment to obtain college courses and prerequisites needed to fill current vacancies, by sharing job openings, co-locating required community college courses (in English and Spanish) at local schools and offering employment workshops specifically for parents. Recruit and prepare from the current parent pool.
- 4.23.** Develop shared hiring practices in SSF to “blend” part-time jobs into full-time opportunities. Consider blending PT SSFUSD and SSF P&R after-school jobs with similar responsibilities.
- 4.24.** Cross-reference employee and workforce support found in “Human Resources” section of this report and consider implementing policies and practices that provide health care and medical benefits to all SSF staff working with children. Provide college and educational supports to SSF child care staff (especially as coursework completion also leads to improved outcomes for children) and extended COVID related paid leaves and extended sick leaves, especially for part-time staff impacted by quarantines, COVID exposures, program closures or family responsibilities. These efforts are meant to increase retention and preserve existing workforce.
- 4.25.** Link Adult Education Bridge Programming to Careers in Early Childhood and Education and pair English language classes, GED, college success courses and career planning in the sector. Ensure that entry level teacher aide, early childhood, recreation and after-school career information is accessible and available in one location in SSF and integrated into the shared job/career posting service.
- 4.26.** Consider the development or support of a city-wide substitute pool for child care staffing. Link pool to community college pathway training efforts to support members earning child development permits and course completion. Provide specific training or coursework on the competencies needed as a substitute and job expectations. Explore area substitute pool models including the Kai Ming STEP program in San Francisco.
- 4.27.** Implement a substitute pool for city child care programs and ensure that salaries reflect higher wage levels based on schedule flexibility and availability, travel, health protocols, exposures to larger groups of children and levels of responsibility.
- 4.28.** Develop a system of family child care providers with a CBO (such as Renaissance) that can mentor peers and support Family, Friends and Neighbors (FFNs) to obtain family child care licenses. Refer FFNs to the Child Care Initiative Project (CCIP) offered through the Child Care Resource and Referral Networks to provide FFN quality supports, access to training, access to Trustline fingerprinting services and professional development. Consider hiring an Early Care and Education Workforce Recruiter and serve all sector employers in SSF including the City of SSF, SSFUSD, private child care centers and family child care homes in securing employees. Provide employment development, Including job postings, career and college preparation and permit, credential and licensing support to potential workforce.
- 4.29.** Utilize JACCCMP (as described in Section 9–Rec. 1) to explore impacts of wage and salary increases for staff in TK and preschool classrooms and other programs with wage subsidies to assess and address worsening workforce shortages in non-supported child care programs for infants, toddlers, school-age programs and others with disproportionate salaries. Reduce turnover by addressing salary inequities prior to program implementation.



SECTION 5

COVID Pandemic Impacts



An Overview – Needs, Concern and a Crisis

The COVID 19 Pandemic of 2020–2022 has significantly impacted child care services in the country, state, region and locally in San Mateo County.

The entire early childhood and education sector has been plagued by a trifecta of crisis, including parental concerns about the health and safety of children in group settings, an exodus of staff due to COVID concerns, retirements, more competitive wages in other industries and a move to remote learning and work, requiring home-based supervision and individualized child care options.

South San Francisco child care providers specifically experienced critical drops in enrollment during 2020 and 2021, and suffered from reduced income, enrollment fluctuations and the after-effects of business loss and financial instability.

Additionally, as preschool and K-12 schools moved to remote learning, parents and guardians needed to arrange for adult supervision for learners and supervision of the learning process. Families tried to balance the needs of children with the need for employment and those engaged in both remote work and essential work were challenged with juggling competing needs and limited options. The instability of the return to school and return to child care (as evidenced by the Delta and then Omicron outbreaks) resulted in significant changes to working patterns.

The pandemic also created shortages of teachers and classroom substitutes and districts resorted to the consolidation of classrooms, pulling in administrators to substitute and closing schools to address the lack of staffing. Schools and child care programs were hit by either a lack of teachers or teachers unable to work due to their own child care gaps or positive COVID test results or symptoms⁷⁰.

According to the Center for the Study of Child Care Employment, based in Berkeley, CA, the COVID crisis has destabilized the early childhood and education sectors, disrupted ECE and TK-12 teacher preparation pipelines, and resulted in significant impacts on working and single parents – especially essential, low to moderate wage displaced workers and families who have suffered

from the loss of ECE and after-school child care – such that the state of California will not experience economic recovery without supporting the replacement of teachers at all levels⁷¹.

For example, between January 2020 and January 2021, California experienced a 33% reduction in child care center availability and 14% of licensed family child care homes based on the CA Resource & Referral Network child care data survey from January 2020 to January 2021⁷².

Women, (who also comprise 87% of the child care workforce in CA) were especially impacted by the COVID Pandemic and left the workforce in higher numbers than men. Among mothers of children 13 years or younger, the proportion who were employed in September 2021 was nearly 4% below pre-pandemic levels in this country, and for fathers with young children, the decline was just 1%⁷³.

Without dependable child care and school schedules, employees needed some flexibility for family responsibilities. This flexibility was less possible in the essential services industries and in those requiring employees to be present in person and available for additional hours. Those that could afford to or who had to leave jobs, stayed away and continue to wait out a return to employment. The loss of child care AND the loss of child care workers, the majority of whom are women, is a dual reason for why “the great resignation” is also a women’s pandemic issue⁷⁴.

Additionally, women often have the twin responsibilities of caring for children (often of different ages and enrolled in different schools and programs) and elderly relatives at the same time. Caregiving across the spectrum is suffering from increased demand and labor shortages, leaving multi-generational gaps in care. When the pandemic erupted in the spring of 2020, roughly 3.5 million mothers with school-age children either lost jobs, took leaves of absence or left the labor market altogether, according to an analysis by the Census Bureau. The 2021 report, “Women in the Workplace,” by the consulting firm McKinsey & Co. illustrates how the pandemic imposed an especially heavy toll on working women⁷⁵. It found that one in three women over the past year had thought about leaving their jobs or “downshifting” their careers. Early in the pandemic, by contrast, the study’s authors said, just one in four women had considered leaving.

70 <https://abc7news.com/teacher-shortage-bay-area-school-districts-covid-19-impact-on-education-not-enough-teachers-in-schools/10915397/>

71 <https://cscce.berkeley.edu/california-child-care-at-the-brink-covid-19/>

72 <https://rrnetwork.org/assets/general-files/California.pdf>

73 <https://www.usnews.com/news/business/articles/2021-11-04/burned-out-why-wont-more-women-return-to-the-job-market>

74 <https://www.businessinsider.com/3-reasons-everyones-quitting-great-resignation-biden-labor-secretary-2022-1>

75 <https://www.usnews.com/news/business/articles/2021-11-04/burned-out-why-wont-more-women-return-to-the-job-market>

The COVID impacts on women specifically, describe the fragility of a system that is dependent on affordable child care availability for families, built on the backs of a moderately to poorly compensated and predominantly female workforce with minimal financial supports from external sources.

As the current proposal for “Build Back Better”⁷⁶, proposed by President Biden, winds and stalls through the legislative process, the child care provisions for a federal child care system, federal supports for child care payments and incentives for workforce development seem especially critical due to the COVID pandemic disruptions to supply and the emphasis on economic recovery and workforce support. The COVID pandemic has also highlighted the lack of a clear family leave provision at the federal level, as employees struggled with leaves due to quarantine requirements, school and child care closures and the need to supervise children. Family leave, is child care as it allows for families to afford to care for their own children at critical times, without penalty or financial loss. While California has a Paid Family Leave Program⁷⁷ provisions include having paid into the State Disability Insurance fund, and financial supports may be less than current wages and the duration is limited.

A Local Response

In 2020, San Mateo County Supervisors created the “San Mateo County Strong” in response to the COVID 19 pandemic. Funds were raised from both public and private sources and grants were available for a range of needs including families struggling with employment loss, reductions in income, and COVID related expenses.

Support for child care providers and those caring for the children of essential and critical workers and school-age children needing supervision was a priority category within the grant program and 309 grants were made in San Mateo County, totaling \$7.3 million for child care providers and learning hubs⁷⁸ specifically. According to data provided by the Community Equity Collaboratives⁷⁹, South San Francisco child care providers (both child care centers and licensed family child care homes) were granted a total of \$775,169 from this fund since inception in 2020.

Another \$324,000 was issued to South San Francisco learning hubs and also administered by the Community Equity Collaborative. These grants were provided to the Boys and Girls Clubs of SSF, South San Francisco Unified School District and the SSF P&R Department⁸⁰. The child care specific totals of \$1,099,169, representing approximately 15% of total funds available in San Mateo County, were not inclusive of other federal, state, and local funds that may have been available to address the general pandemic related economic losses of many businesses, including the child care community. Additionally, school districts and other public providers were “held harmless” for funding losses due to enrollment drops for specified pandemic periods.

Additionally, the Child Care Partnership Fund (the emergency fund that the Silicon Valley Community Foundation set up for San Mateo, Santa Clara, San Francisco and Alameda counties), provided 13 grants to child care providers in the 94080, zip code area. The average grant amount was \$3,400 and approximately \$44,200 was provided to home-based child care providers in SSF⁸¹. Individual grant amounts were based on monthly expenses so each grant differed.

In the early stages of the pandemic in 2020, it was shocking that child care providers and teachers were not classified by the federal government as “essential workers” and were not therefore entitled to essential worker reimbursements, benefits and compensation. While 28 states including California, did designate the elements of the child care workforce as essential⁸², it also meant that there was a lack of continuity between the child care workforce and the K-12 teaching workforce, as schools were operating remotely, yet child care and learning hubs for school age children were operating in-person. In many communities, learning hubs were staffed by a part-time or non-benefitted workforce and both school-age programs and child care staff had less access to medical benefits and resources, as compared to school district teaching staff, most of whom are represented by unions and participate in negotiated benefits. Having access to medical benefits is crucial during a pandemic.

76 <https://www.whitehouse.gov/build-back-better/>

77 https://edd.ca.gov/disability/Am_I_Eligible_for_PFL_Benefits.htm

78 <https://www.smcstrong.org>

79 <https://www.communityequitycollaborative.org/child-care-relief-fund>

80 <https://www.communityequitycollaborative.org/learning-hubs-initiative.html>

81 <https://www.siliconvalleycf.org/childcare-response>

82 <https://www.ncsl.org/research/labor-and-employment/covid-19-essential-workers-in-the-states.aspx>

The “SSF Child Care Provider Survey”

The “**SSF Child Care Provider Survey**”⁸³, administered in 2021 for this project, asked SSF child care providers (both child care centers and licensed family child care homes) to detail the impacts of the COVID 19 pandemic on their operations. One of the questions asked specifically about COVID related impacts:

Figure 27: Q4: How has the COVID Pandemic impacted your program? Check all that apply:

Answer Choices	Responses	
	%	Number
My child care enrollment has decreased.	78.85%	41
I am not serving as many children due to health and safety requirements.	59.62%	31
My costs have increased due to cleaning and supplies.	51.92%	27
My families are working at home.	51.92%	27
My families are worried about the health of their children in care.	48.08%	25
I am worried about my own health.	42.31%	22
My families are working less hours.	36.54%	19
I am concerned about my child care business.	34.62%	18
My families cannot afford child care.	28.85%	15
My families are working more hours.	15.38%	8
Other (please specify)	11.54%	6
My child care enrollment has increased.	1.92%	1
Total Respondents		52

53 survey respondents consisting of SSF child care centers (both licensed and exempt) and licensed family child care homes completed the survey, which was developed to gain current and relevant information for the development of the **SSF Child Care Master Plan**. Completions represented 78% of the 56 child care centers in SSF and 37% of the 53 licensed family child care homes. The survey was available in English and Spanish.

52 respondents completed the section on COVID impacts. Clearly in South San Francisco, there are two clusters of concern. One is primarily financial and related to decreased enrollment, reduced capacity requirements due to COVID safety protocols and the increased costs of health and safety requirements (masks, cleaning supplies, modifications to the environment, testing supplies, and the costs related to changing policies, rules and requirements.

The second cluster is more difficult to address, as it relates to the stress, health concerns for families, providers and children and general concerns related to caring for children during a pandemic.

Another key finding in the survey had to do with a question on plans for remaining in business. Fully 98% of the respondents planned to remain in the child care business for the next 3 years and 15% indicated an interest in expanding to provide more services. Clearly, assistance to existing child care providers would support service delivery and program continuity in South San Francisco.

83 <https://www.ssf.net/home/showdocument?id=26460&t=637878736167532836>

Short Term Recovery Needs

In the short-term, the early childhood and education sectors will remain fragile, vulnerable and in need of both financial supports and resources for recovery. Depending on the timeline for the transformation of the pandemic into an endemic disease, there will likely be several years of child care market instability. Parents and guardians will need ongoing information on the health and safety of children in groups and the mitigating measures needed to manage risk. Training and support for the child care community to address changing requirements and emerging needs should be locally provided and the recommendations listed below will help to address recovery needs. Currently operating child care centers and family child care homes in South San Francisco should be supported to remain in business and grow to meet future needs. New child care facilities will need to be developed to meet projected population growth, yet existing providers as current resources need to be protected and maintained.

Recommendations as related to the “**Workforce**” section in this report need to be implemented, as the early education and educator pipeline, which was already insufficient to meet labor market demand, has been severely disrupted due to the pandemic.

The COVID pandemic has also significantly impacted parents. Those with kids 18 and younger have reported skyrocketing stress since the pandemic began – and its exacerbated by ongoing

confusion and constant changes, according to a study released in October by the American Psychological Association. About half of parents acknowledged times have gotten tougher, with 44% saying major life decisions had become more stressful, and 47% reporting even day-to-day decisions such as what to wear or what to eat had become more difficult. The numbers are even more pronounced for parents of children aged 4 and younger, with 54% saying daily decision making was causing greater anxiety than pre-COVID⁸⁴.

The COVID pandemic has also fundamentally changed teaching and the work has become more challenging, less gratifying and less appropriate for children. The joys of working in environments with children has been tempered by the reality that children trying to develop language and expressive skills remain masked, and children that need social connections and reassurance are encouraged to socially distance. Students and teachers are engaged in remote learning and avoiding a range of favored and inspiring activities. Children that need time to play and socialize are engaged in frequent handwashing, health reviews, sporadic quarantining and limited social opportunities. Social isolation, while important to quell a pandemic, has been difficult on young children and has detracted from what makes teaching environments so rewarding for teachers. The need for post-COVID stress relief and mental health support for children, parents and guardians and teachers will be critical in the short-term.



84 <https://people.com/human-interest/covid-wave-triggering-parent-stress/>

Section 5: Recommendations for Relief of COVID Pandemic Child Care Needs

Items that are HIGHLIGHTED are priorities for 2022–2023.

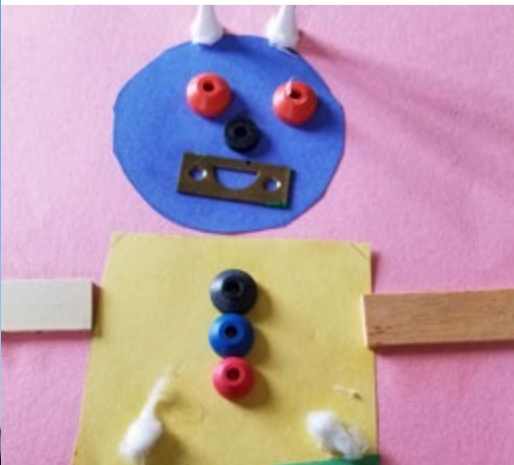
-
- 5.1.** Develop and support a Child Care Information page on the SSF website and immediately share Child Care COVID Resources, to support and stabilize the SSF child care community and facilitate accessing and locating resources efficiently, including those listed under COVID PANDEMIC Resources in the “Resources” section of this report.
-
- 5.2.** Identify local funding sources (ARPA grants, Silicon Valley Community Fund6 etc.) to provide small emergency grants to initiate a South San Francisco Child Care Provider COVID Care Grant Program for child care providers (both child care centers and licensed family child care homes) to cover the costs of:
- 5.2a.** COVID pandemic supplies, such as, pediatric and adult masks, distribution of handouts and posting of signage, cleaning supplies, use of disposable paper goods as needed during the pandemic.
 - 5.2b.** Access to local resources for health-related questions.
 - 5.2c.** Items to improve ventilation and access to the outdoors (screens, operable windows, outdoor shade covers, fencing, etc.).
 - 5.2d.** Utilities and other regular and ongoing expenses that may be difficult to pay due to reduced revenue.
 - 5.2e.** Help providers shift COVID pandemic related costs for parents by assistance with providing diapers, infant supplies and consumables.
 - 5.2f.** Child care based food distribution and food bank services for parents and staff in need.
 - 5.2g.** Provide COVID relief funds for the workforce to address gaps in employment due to COVID quarantine mandates, provide paid sick leave to child care staff and providers that do not have access to leaves or have used all leave time and to bridge financial shortfalls impacting staff of child care programs due to serving fewer children based on reduced ratios and smaller group sizes as required for health and safety requirements. Include essential worker pandemic “hazard pay” stipends to support high risk workforce.
 - 5.2h.** COVID testing for children and adults.
-
- 5.3.** Provide technical assistance to child care workforce in applying for recently signed SB 114 legislation extending COVID sick leave through September 2022 in CA.
-
- 5.4.** Local declaration that child care providers and early childhood education teachers are considered “essential” to the city in South San Francisco and are critical to the economic recovery.
-
- 5.5.** Implement recommendations found in the, “Workforce” section and “Legislation, Policies and Funding” sections of the **CCMP SSF** to ameliorate impacts of COVID 19 and address historical wage inequities in the field.
-
- 5.6.** Improve communication between child care providers, ECE staff, SSFUSD and private school TK and K-5 teachers to address the following:
- 5.6a.** Share the emerging needs of young children as they transition from preschool and child care to TK and Kindergarten.
 - 5.6b.** Offer specific joint-meetings in SSF related to COVID pandemic learning loss, sharing information on obtaining Individualized Educational Plans, (IEPs) and better understanding the Transitional Kindergarten and Kindergarten school and child care registration processes.
 - 5.6c.** Provide ongoing joint training on health and safety regulations, protocols, changing regulations and safety measures for children in group settings.
 - 5.6d.** Unify messaging so that families with children in different settings and schools receive the same messages about COVID practices and requirements.
-
- 5.7.** Re-establish a SSF Family Child Care Network. Work in partnership with 4C San Mateo County, Renaissance SSF, and neighboring Family Child Care Associations to support the formation of English, Spanish and Asian language networks specifically to support family child care providers as they navigate the COVID pandemic and better access available resources.
-

- 5.8. Commit to provide community support for meeting the emotional and mental health needs of children, parents, caregivers and teachers as they all emerge from the pandemic and include in the new SSF Equity Plan, a provision for parents and guardians as a disproportionately impacted group in need of targeted services, and supportive resources.
- 5.9. Support child care provider and COVID immunization efforts for children in SSF as a shared city and school district message with public service messages and local recommendations to promote healthy environments in child care and reduce spread.
- 5.10. Due to a rise in the use of unregulated child care due to the COVID pandemic, expand training, outreach, resources and services to include unregulated child care providers, defined as “Family, Friend and Neighbor” to ensure that SSF children in unregulated child care experience practices and environments that support healthy caregiving and are responsive to COVID Pandemic needs.



SECTION 6

South San Francisco as a Family Friendly Employer



SSF as a Family Friendly Employer

As an employer, the City of SSF provides Human Resources policies that promote work/family balance. These include progressive family friendly enhancements for public employees, including child care benefits, and a host of other supports.

In addition to providing a range of benefits to full-time employees including medical, dental, vision, retirement, etc. the city provides the following supports that are of specific value to families⁸⁵:

- An Employee Assistance Program that provides child care referrals and family behavioral health support
- A Flexible Spending Account for Dependent Care
- Access to Recreational Classes (reduced rate for employees)
- An employee discount and priority registration for child care services in the City Child Care Programs (provided by the Parks and Recreation Department) at two preschool and four after-school locations in SSF
- Family Fun Discounts
- Enhanced healthcare services, including pediatric referrals and information
- Private Disability Insurance (including short-term for maternity, etc. and long term for other conditions)

Promoting employee awareness of child care and family benefit options will ensure that the city remains competitive and attractive as an employer. Enhancing current benefits and working conditions will support employed parents and guardians as they balance work/life/parenting roles. Additionally, as hiring in the child care areas (which are primarily in the Parks & Recreation Department) becomes more challenging, providing increasingly competitive wages and benefits will ensure that current and expanding programs will remain staffed. Addressing the health care coverage gap for part-time employees is a priority, as all adults working directly with children (many of whom may not or cannot be vaccinated) during an endemic or pandemic should have access to health care.



⁸⁵ <https://www.ssf.net/departments/human-resources/job-resources/benefits>

Section 6: Recommendations for Increasing Family Support for Employees

Items that are HIGHLIGHTED are priorities for 2022–2023.

- 6.1.** The inclusion of a family-friendly statement in employee recruitment and job posting materials used to attract new talent including:
- That SSF values families and has many family-friendly benefits and supports.
 - A statement on why child care is critical in attracting, supporting and retaining key talent and the ongoing commitment to addressing child care needs.
 - A summary of key benefits.
 - Explicit links to benefit provisions online on city HR website.
-
- 6.2.** Implement recommendations listed under (Section 5: Relief of COVID Pandemic Child Care Needs) as relevant for SSF employees.
-
- 6.3.** Expand supports for elder-care that support the family caregiving spectrum, to increase benefit equity by supporting non-parents including exploration of expanded Magnolia Center use.
-
- 6.4.** The inclusion of child care benefit payments or reimbursements within the Discretionary Benefit Option Program (cafeteria benefit) for employees with existing medical coverage (such as spouse or parental coverage).
-
- 6.5.** A back-up/emergency child care bank program for employees in need of such short-term care.
-
- 6.6.** Support for breastfeeding mothers as they return to work (lactation room, information, support) including access to listed baby changing facilities and family friendly areas in employee and public city spaces exceeding code requirements in (Labor Code Section 10308 – Lactation Accommodations).
-
- 6.7.** Available family leave policies clearly described, regularly updated and outlined in an accessible format (like in an FAQ) including information on family leaves, including the use of Kin-care and Paid Sick Care, the California Paid Family Leave, the Healthy Workplaces-Healthy Families Act, the School-related Activities Leave and the Disciplinary Hearing/Meeting Leave (school related), maternity and paternity and other parenting adult leaves and how to access and utilize to meet family needs (such as an FAQ sent with a “New Baby Guide” for new parents in the SSF employee family).
-
- 6.8.** The inclusion of adoption support for employees adopting children and the inclusion of adoption events and leave eligibility descriptors.
-
- 6.9.** Offer health benefits for employees providing child care (esp. part-time employees) due to national and local crisis in recruiting staff and the ongoing pandemic/ endemic. Commit to ensuring health care access, current coverage or provided coverage for all child care workers (especially in light of COVID and increased exposure risk). Facilitate health care access for this employee group. Pro-actively provide health care information, resources and access to state, federal and local health care plans to ensure that part-time child care staff have access to affordable and accessible health care plan options. Provide coverage to those that are not eligible for other sources. Access essential worker, ARPA funds, and other employee funds to support essential worker status of child care employees within SSF workforce.
-
- 6.10.** Increasing the number of full-time positions in the child care services area to ensure reduced turnover and access to full benefits.
-
- 6.11.** Continue to explore increasing salary classification and placement levels within the city structure for child care staff that are commensurate with educational requirements, training levels and college program completion and link increasing salaries with college degree attainment or completion.
-

6.12. Create and develop structured pipelines to mitigate staffing shortages in child care jobs, including:

- Intern positions and job classifications for high school-age youth.
- Explicit pipelines into city employment for high school and college students.
- Creation of formal apprenticeship and pre-apprenticeship structure in ECE/EDU.
- Encourage partnerships with SSFUSD Career Technical Education (CTE) and Skyline College Apprenticeship Program for pathways to employment that include additional entry level classifications.
- Incentivize pipelines that include college credit, paid internships, Child Development Permit acquisition, and are paired with entry level job opportunities and lead to increasing career options within the city.

6.13. Exploration of implementing 529 College Savings Plans and other incentives.

6.14. Inclusion of Parks and Recreation courses (virtual and in-person) on topics for all interested SSF parents (including employees) and promote as part of employee meetings, emails and informational sessions such as:

- Choosing Child Care in SSF
- New Baby 101
- Parenting 101
- Accessing Family Benefits

6.15. Consider implementing a Student Loan contribution program in which employers can contribute up to \$5,250/year towards student loans.



SECTION 7

Legislation, Policies and Funding – Opportunities and Challenges



Federal Funding and Legislation

Federal opportunities for funding and legislation exist in several buckets. President Biden’s “Build Back Better Plan” consists of several components that impact families and children. The first bucket is related to federal legislation stemming from COVID Relief.

The American Rescue Plan⁸⁶, which passed and was implemented in 2021, provided safety net programs such as, COVID relief and safety net funding for businesses (including child care), and an enhanced child tax credit of \$300/child for families with children under 6 years and \$250/child for families with children 6 to 17 years (families will get the full credit if they earn up to \$150,000 for a couple or \$112,500 for single parent households. The tax benefit phases out with higher incomes) and included other supports that were time limited and ended in December 2021.

Additional elements in the American Rescue Plan portion of Build Back Better that support child care include:

- \$14.9 billion for FY21 for the Child Care and Development Block Grant program, which provides child care subsidies for low-income families with children under age 13;
- \$23.9 billion for FY21 for child care stabilization grants for child care providers, specifically to help pay for personnel, training, rent, and sanitation at child care facilities; and
- \$1 billion for FY21 for the Head Start program, which promotes the school readiness of young children from low-income families.
- \$125.8 billion to the Department of Education for the Elementary and Secondary School Emergency Relief Fund.

These funds are being distributed locally to specifically address COVID Pandemic impacts.

The American Families Plan portion of Build Back Better for 2022–2023 is currently in the process of being modified and re-written, as it did not have the votes needed to pass at the end of the session in winter 2021.

Key elements of this proposal still include:

- A continuation of the enhanced child tax credit (\$3,600 annually for each younger child and \$3,000 for each older one).
- A limit on child care costs to parents for children younger than 6 years old to no more than 7% of income for those earning up to 250% of the state median income, expanding access to 20 million children.
- Universal Pre-K for all 3- and 4-year-olds.
- Expanded access to federal child nutrition programs.
- Four weeks of paid family leave for new parents and those caring for family members of recovering from illness (the United States currently has no federal paid family or sick leave benefits).
- Increases in Pell grants for students.
- Increases in workforce development programs.

Advocating for passage of components of this legislation, that reflects the first major investment in developing a federal child care program is critical. South San Francisco families locally pay significantly more than the recommended percentage of 7% of total budget (35%-50% for low to moderate wage workers that cannot secure subsidies) and as described in other sections of this report, the high costs of housing create impossible choices for families, including relocating, borrowing, utilizing sub-standard child care, going without basic needs, and deferring employment, school, and opportunities.

⁸⁶ <https://www.cnn.com/2021/12/20/politics/joe-biden-build-back-better-setback-explained/index.html>

Another key funding bucket for child care workforce support is in the area of Workforce Development. Workforce Innovation and Opportunity Act funds, (WIOA)⁸⁷ are distributed to states through a formula grant to address a number of relevant workforce needs:

Some important aspects of WIOA include:

- An increase in the priority for providing services to out-of-school youth ages 16 to 24 from prior legislation;
- Encouragement of the implementation of career-pathway approaches;
- Improving services to employers by promoting sector-based partnerships and making state and local workforce boards responsible for activities to meet the workforce needs of local and regional employers; and
- Encouraging work-based learning activities, such as on-the-job training, registered apprenticeships, unpaid work experiences, like internships and job shadowing, and incumbent worker training.

Each of these buckets have potential and promise for increased utilization by Workforce Development Boards locally for utilization to stabilize, prioritize and develop the recommendations in the **“Workforce”** section of this report which includes a dependency on youth pipeline programs, apprenticeship, internships, and COVID short-term training opportunities. A significant expansion in workforce funding as a result of the COVID pandemic centers around workforce stabilization efforts, short-term training, building systems and serving underserved populations. Two federal opportunities specifically are housed in apprenticeship; PAYA – Partnership to Advance Youth Apprenticeship⁸⁸ and Apprenticeship Building America⁸⁹.



⁸⁷ <https://workforce.urban.org/strategy/workforce-innovation-and-opportunity-act>

⁸⁸ <https://www.newamerica.org/education-policy/press-releases/paya-grantee-announcement/>

⁸⁹ <https://www.grants.gov/web/grants/view-opportunity.html?oppld=336694>

Local Policies and Funding

Locally, NOVAWORKS⁹⁰ serves as a Workforce Development Board for the county and has in its mission, addressing workforce and labor needs of employers and key sectors in the region. The San Mateo County Economic Development Association, (SAMCEDA)⁹¹ plays a critical role in supporting business development and economic growth in San Mateo County. San Mateo County Strong⁹², a program of SAMCEDA, the County of San Mateo and local business, distributed significant COVID relief funds to support child care stabilization and to serve the children of essential workers in learning labs in South San Francisco, as described in other areas of this report. Other local funding sources include MEASURE K⁹³ funds in San Mateo County which is a half-cent sales tax designed to support a range of services including child care, preschool, afterschool and reading supports. These funds were utilized for the COVID relief efforts and have supported child care throughout the county. Grants related to the US Economic Development Agency include the federal, Good Jobs Challenge⁹⁴ grants that support collaborations between employers, higher education, workforce development and government to mobilize community responses to job creation in priority sectors.

Another source of funds for child care workforce expansion are partnerships with area community colleges (specifically those in the San Mateo Community College District). Career Technical Programs in California Community Colleges must demonstrate relationships with employers, sector alignment and pathways that meet current labor market demands. The Human Development and Education sector fits all areas and is classified as a CTE program. Additionally, students are overwhelmingly female, representative of disproportionately impacted populations, low-moderate income and often English language learners. These are often target populations for workforce programs.

In the recent California Community College Academic Senate Plenary, the following Resolution passed unanimously on April 21, 2021 and contained the following description of the future ECE/EDU workforce:

+*21.02 S21 Prioritizing System Support for the ECE/EDU Education and Human Development Sector California Community College Academic Senate – Spring Plenary; April 21, 2021⁹⁵ – Resolutions Author; Kathleen White

Whereas, The California Governor’s Master Plan for Early Learning and Care: California for All Kids, released on December 1, 2020, contained sweeping recommendations related to the broad expansion of child care and expanded learning and the provision of Transitional Kindergarten (TK) services for all of California’s four-year-olds, resulting in significant impacts on early childhood education and education (ECE/EDU) courses and the pivotal role California community college programs hold in recruiting, preparing, graduating, transferring, and supporting over 85% of the ECE center workforce and the 54% of credentialed TK-grade 12 teachers in California who complete ECE/EDU classes;

Whereas, The Education and Human Development (EHDS) Sector enrolled 146,716 students at California community colleges in 2018–2019, ranking fifth in enrollment and degree and certificate completion among the ten priority CTE career sectors, and is a sector that directly addresses issues of equity by providing college pathways leading to employment for the highest percentage of

female students at 83%, with 67% of students being non-white, and has the second highest percentage of economically disadvantaged students, at 78%, of all 10 sectors listed;

Whereas, The COVID crisis has destabilized the EHDS sector, disrupted ECE and TK-12 teacher preparation pipelines, and resulted in significant impacts on working and single parents – especially essential, low to moderate wage displaced workers and families who have suffered from the loss of ECE and after-school child care – such that the state of California will not experience economic recovery without supporting the replacement of teachers at all levels; and

Whereas, Serious teacher shortages over the next five years are projected to create over 124,000 openings annually in California for a cluster of twenty teacher occupations including preschool, elementary, secondary, and special education, and related occupations such as infant care, after-school care, and family child care are experiencing acceleration of retirements and job loss.

⁹⁰ <https://novaworks.org/about/workforceboard/members>

⁹¹ <https://www.samceda.org>

⁹² <https://www.smcstrong.org>

⁹³ <https://cmo.smcgov.org/measure-k-frequently-asked-questions>

⁹⁴ <https://eda.gov/arpa/good-jobs-challenge/>

⁹⁵ https://asccc.org/sites/default/files/Resolutions%20Spring%202021%20For%20Review%20Period--To%20Send%20%20Out_0.pdf

Collaborating with Community Colleges

The resolution described in the preceding page is significant, as community colleges can access critical funds for supporting Career Technical Education priority workforce preparation programs, including Strong Workforce (SWP)⁹⁶ funds to develop programs serving adults and K-12 Strong Workforce funds for high schools and Local Educational Agencies (LEAs). For instance, San Mateo County Office of Education recently received SWP –K-12⁹⁷ funds to improve college readiness for youth attending north county schools, including at SSFUSD. This recently announced award can be utilized to grow workforce pipelines in the ECE/EDU sector. Additional community college Adult Education, local ROP and job training collaboratives also provide workforce development funds. Community colleges offer specific workforce development opportunities such as the California Apprenticeship Initiative⁹⁸, and Short-Term Training incentive programs as well as Centers of Excellence for Labor Market reports, data and projections of specific workforce sectors. Skyline College just received in January 2022, a CAI Grant to support the development of Apprenticeships for the ECE Workforce. Interested employers in South San Francisco can support this project and join the collaborative. Linking workforce demands and shortages with available funding to solve the child care and teaching crisis is critical.

Current Workforce Development Grants available in partnership with higher education include:

- California Apprenticeship Initiative Grants – OPEN in 2022
- Apprenticeship Building America – OPEN in 2022
- Closing the Skills Federal Grant – OPEN in 2022
- CA US DOL California State Apprenticeship Expansion Grant State Apprenticeship Expansion, Equity, and Innovation Grant (SAEEL) – OPEN in 2022
- CSPP Expansion Grant, open in 2022

See the “**Recommendations**” section in this report for a comprehensive list of grant opportunities.

Workforce Investment – A New Frontier for Child Care

Historically, child care employers and staff have not utilized workforce development or jobs creation funds to support or define this workforce. Child care providers were not part of economic development organizations and child care was viewed as not being a “serious” business. Gender bias, inexperience with workforce systems, a lack of understanding of business development networks, a field heavily occupied by women of color (many born outside of the country) and institutional bias kept doors to innovation closed. Additionally, many workforce boards deemed the salaries of the entry-level child care staff as being “too low”, and chose to focus on higher wage jobs and careers. This misperception creates a conundrum as teachers at all levels remain critical to economic development, yet wages are considered too low to support! Under-appreciating and under-investing in the child care workforce creates shortages in child care, high turnover and lower quality services which impacts employers seeking to attract and retain parents and guardians, as well as the long-term developmental outcomes of the young children enrolled. While child outcomes are primarily reliant on their families and their parents, the skills and competencies of their teachers and caregivers play a significant role in school readiness. Under-investing in teachers at all levels impacts all sectors as sector growth and efficacy is dependent on high quality instruction for the students in the classrooms. The link between teacher quality and availability and economic growth is multi-generational and spans all sectors. For instance, the current shortage of STEM teachers impacts the readiness and preparation of students entering Biotech Pathways here in South San Francisco!

The COVID pandemic has illuminated the fragility of the current system and parents, employers and community leaders have seen the link between a child care and educational system in chaos and a workforce in need of family supports firsthand.

Historical Familiarity with CDE, Headstart and DSS Funds

The child care community typically is well versed in seeking funding from California Department of Education (CDE). The Early Education and After School Divisions are large and support programs across the region. As described in earlier sections of this report, subsidized child care programs are available in South San Francisco and the majority are funded with CDE funding. Child care providers gained expertise in managing and seeking funding

96 <https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/Workforce-and-Economic-Development/Strong-Workforce-Program>

97 <https://www.smcoe.org/about/county-office-of-education/news/county-office-of-education-receives-grant-to-improve-college-and-career-readiness.html>

98 <https://foundationccc.org/What-We-Do/Workforce-Development/Workforce-Services/California-Apprenticeship-Initiative>

for subsidies, program quality improvements and curricular supports from the California Department of Education. The CDE contracts with school districts and individual child care providers for a range of services impacting child care: subsidies for children, quality improvement activities, curricular needs, integrated services between school districts and child care, special education, after-school ASES funds, teacher credentialing and permitting, etc. Recently, in 2021, CDE divided child care subsidy responsibilities with the California Department of Social Service. CDSS has assumed agency control of CCTR contracts, Alternative Payment Programs, CalWORKS Child Care, Child Nutrition Programs, and continues to manage child care licensing as well as numerous other services. Accomplishing this during the COVID pandemic was difficult.

Locally, federal Headstart⁹⁹ funds also provide subsidized child care services, based on the 1964, War on Poverty Legislation, passed by President Lyndon Johnson, and implemented in 1995. The IZZI Headstart Program in South San Francisco provides federal Headstart services, administered by the Federal Office of the Administration in partnership with CDE for Early Headstart and wrap-around coordination.

Priority Programs to Watch

TK Expansion and ASES – ELO-P After-School Expansion

Two significant items to act on in the Governor’s 2021–2022 budget for child care are the expansion of Transitional Kindergarten, in essence, providing universal preschool for 4-year-olds and a 13th grade to the TK-12 public school offerings (including a proposed phase-in for income eligible 3-year-olds (creating a grade 14) and the significant expansion of ASES and ELO-P extended learning, after-school and summer care funding.

While California has the largest and highest-rated expanded learning system in the nation, it relies on the quality of and investment in its workforce. Just as quality teachers are linked to improved student outcomes, quality expanded learning staff are the most important factor in student success. Ensuring that workforce and facilities are available to serve additional students will take a coordinated effort as all San Mateo County communities will be expanding programs simultaneously. Ensuring that wages are competitive and attractive in South San Francisco is a priority. This expansion in essence creates a second after school program to the companion ASES program. ELO-P has guidelines that differ and both are permanent programs set to increase to \$5 billion total.

The demand for after-school services rose to the top of the “SSF Parent/Family Survey”. A shortfall of over 957 spaces for school-age children, including the need for additional summer programming was quantified in the 2017 SMC CCPC Needs Assessment as well. Moving towards a goal of on-or-near site after-school care available for 50% of all SSFUSD and private elementary school students in South San Francisco is a priority goal. Ensuring that available ASES, ELO-P funds as well as community school and other funding sources are utilized to maximize after-school offerings will take both coordination and advocacy. As the SSFUSD, SSF P&R Department, the SSF Library, private providers and youth serving organizations all offer after-school services in SSF, a collaborative approach is needed.

School joint-use facilities are available for public use due to a 2008 Joint Powers Agreement between the South San Francisco Unified School District (SSFUSD) and the City of South San Francisco. As a result of this agreement, some school sports fields, gyms, and other facilities are available for public use. In addition, the city operates licensed before and after school child care and summer camps at six SSFUSD school sites, which include the use of facilities and playground during program hours. These facilities are not owned or exclusively programmed by the city. Ensuring that the Joint-use Facilities/Memorandum of Understanding, (JUA/MOU) between the city and school district is updated to reflect expanded after school collaborations and facilities needs is a critical step.

Additionally, as multiple private child care providers rent space from SSFUSD and the District also provides their own state preschool, child care, and after-school programs, developing a vision and community plan for child care is an important objective.

Ensuring that Transitional Kindergarten planning is done collaboratively is essential. In South San Francisco, the SSFUSD is the designee of TK funds and the lead in developing an implementation plan which is due to CDE by June 2022. Explicit TK requirements have been shared with the early learning and K-12 community and plan elements are far-reaching.

Additional modest subsidy slot increases to SSF contracted programs are likely, so assisting programs that have additional space to serve more children, but are in need of equipment or assisting programs enlarge spaces with renovation and improvement funds may be needed.

CDE is expending significant effort in launching TK in California, yet the budget, while substantial and historic, consists of a number

99 <https://www.acf.hhs.gov/ohs/about/history-head-start>

of one-time funds, including time-limited Prop. 98 funds, short term funds for planning and limited attention to workforce development needs, teacher shortages and the lack of facilities to house these new programs. Historically, CDE has under-funded facilities improvements and acquisitions for child care, so this creates a challenge for Districts like SSFUSD in urban areas with limited unused space, limited facilities improvement and construction resources and high costs.

While California trails other states in early education, with only 37% of the states 3 million children under the age of 5 years old attending a state preschool or Transitional Kindergarten program, in San Mateo County there is an estimated 112,076 children in this age group. Because 90% of brain development occurs in the years before kindergarten, the commitment to providing additional resources to this age group as a means of addressing the achievement (opportunity) gap is laudable.

In South San Francisco, assessing TK participation and need with specificity is challenging as 4-year-olds are eligible for TK based on a September 1 birthday and current data on actual birthdates do not exist for children not yet in elementary school, in a centralized and accessible format. Estimates must be made to project actual eligibility by age. Ensuring that multi-lingual family outreach is made within SSF to determine potential TK enrollment will be important. Additionally, most population data is not available by exact age, only broader clusters, so coordinating outreach to all centers and family child care homes to outreach to 3- and 4-year-olds will be necessary. Community outreach in shopping areas, parent hubs, resource centers, civic and religious organizations will be critical.

Based on the SMC CCPNA needs assessment and **SHAPE SSF** population figures, there could be approximately 600 SSF children that could potentially be served in Transitional Kindergarten currently. Many of these children are already enrolled in full-fee or subsidy preschool programs or are cared for in family child care or by family, friends or neighbors. The new TK configurations will either need to include current community programs, or be structured to meet child care scheduling and after-school needs.

The shortfall in SSF is in full-day, full-year subsidized spaces (free or low cost) as many of the current programs are part time and part year and not available year-round. Of those, 110 children enrolled in 2021 in Transitional Kindergarten and there is a gap of an estimated 60–70 subsidized spaces for 4-year-olds that may not be enrolled in any programs. Of course, as TK becomes more available, families need guidance in understanding how to remain in existing programs if preferred, how to access free TK if currently

paying for services and how to obtain full-day, full year schedules and or TK after-school services if currently attending a part-time program.

To further complicate projections, legislation is being considered to allow the use of existing community preschool programs in a community response to TK provision. Clarifying the conditions under which existing preschools can offer TK and TK teacher and staff certification requirements, available funding and processes for data sharing, reporting, and explaining community-based options for Universal Care within the community to parents will be critical. Watch SB 976 for additional guidance on this issue as well as AB 1973, which will require full day TK as the landscape continues to evolve.

Workforce issues related to wage differentials between District-funded TK teachers and community-based TK teachers also could result in a destabilization of programs for 0-3 years old, as preschool teachers with advanced degrees exit SSF programs to take TK jobs in surrounding areas. Ensuring that wage parity is prioritized and advocated for, as well as ensuring appropriate educational skills for all TK teachers, and focusing on the unique needs of young children is a policy priority. In January 2022, The California Department of Education (CDE) announced the release of the Early Education Teacher Development Grant Program which is designed to begin to address the need for 11,000 new TK teachers in California by 2025 to serve in new TK classrooms. Collaborative planning with local grant recipients (potentially, SMCOE & SSFUSD) will also be required to develop shared workforce policies.

SSFUSD Needs Support

With the SSFUSD at the nexus of significant incoming funding, it is critical that the district receive support in a number of areas. As a Basic Aid or Community-funded District, (relying primarily on property tax revenue due to a state formula) SSFUSD receives significantly less than other San Mateo County School Districts. For districts with high concentrations of low-income students, who qualify for extra Local Control Funding Formula and federal Title I money, funding is augmented, but key indicators of low-income status are dependent on free and reduced school lunch figures which have fallen from 42% to 41% of student population, primarily because of reduced incentives to complete income paperwork due to universal access to food service. This limits the amount of incoming funds available for implementing new programs such as TK and often requires a match. Advocacy support and collaborative community solutions are needed to ensure that the district has access to new child care funds and the administrative support to launch critical programs.

Additional Local Funding

Additional local funding sources for child care (as well as other community benefit programs and projects) include the San Mateo County, Measure K half cent sales tax which partially funds the Big Lift, which is a reading, learning loss prevention and school readiness support initiative, as well as other child care supports, including COVID relief and stabilization. The SSF Parks and Recreation Department as well as SSFUSD and the SSF Library receive Big Lift Funds.

The Silicon Valley Community Ventures both funds and coordinates a number of child care initiatives and supports that are granted to programs in South San Francisco, as described in the “**Overview from a Child Care Lens**” section of this report.

The San Mateo County ARPA Fund is due to be released shortly and contains significant child care eligibility and priority. The allocation for children’s programs in the grant is \$13.5 million with a split between child care and extended learning services stated. Funds are to be utilized to build capacity, prevent COVID related closures, stabilize programs, enrich learning opportunities, support family child care and expand and enrich summer learning opportunities.

Funds can also be utilized to support essential workers, hire and retain staff, including hiring and retention supports.

As this is one-time funds, a range of possibilities for SSF include, efforts to support and retain staff, kick-starting the collaborative activities between SSFUSD and SSF P&R, funding the planning for the implementation of items within the **CCMP SSF**, supporting collaborative and community efforts to plan for TK in SSF and planning for after-school program and facilities expansion to serve a goal of 50% of enrolled elementary school students, including after-school care for children in newly expanded TK classrooms.

State Budget and Projected Budget Highlights

In California, the 2021–2022 budget aligned with the Biden-Harris Administration’s proposals for investment in Early Learning and Care and families, found in its American Families Plan, which included \$200 billion to expand Pre-K to all 3- and 4-year-olds and \$225 billion to increase access to high-quality, affordable child care for young children. While the federal plan was stalled and is being re-worked, the California budget for 21–22 included a range of key opportunities for child care expansion and improvement described in the Governor’s Master Plan for Early Learning and Care: California for all Kids, 2020¹⁰⁰.

AB 130, AB 131, AB 22 and SB 50 together combined to address critical child care and development needs in found within the **CCMP SSF**. Together they contained Transitional Kindergarten funding provisions, one-time facilities funds for TK expansion, addressed improvements to the TK system by providing full day programming, lowering staff ratios, added capacity to current Headstart and CSPP programs and supported increasing services to additional infants and toddlers. With this budget, California took a step towards ensuring that every child can receive one year of Pre-K, most low-income children will get at least two years of Pre-K, plus increases in care for infants and toddlers. Concerns include a heavy reliance on one-time funds in a state where revenues have been volatile and dependent on capital gains receipts of wealthy Californians, restricting long term staffing and programmatic stability.

The budget that the Governor signed in July 2021 contained significant provisions which include:

- A \$2.7 billion dollar investment in TK. The expansion of TK to serve all 4-year-olds starting in 2022–23 and reaching full implementation by the 2025–26 school year. The budget also makes quality improvements to TK, such as lowering child-adult ratios to 12:1 for 2022–23 and to 10:1 starting in 2023–24.
- The authorization for the California State Preschool Program (CSPP) contracting agencies to offer wraparound child care services for eligible children enrolled in TK or K-12.
- Parent ability to choose which Early Learning and Care program best serves their 4-year-old.
- \$300M to establish the California Prekindergarten Planning and Implementation Grant Program to support expansion and access to classroom-based Pre-K programs at school districts and increase the number of highly-qualified teachers.
- Authorization of the Commission on Teacher Credentialing to convene a group of stakeholders to assess TK credentialing requirements and align them with the Master Plan for Early Learning and Care.
- Waiver of Family Fees through June 30, 2022 for subsidized child care.
- \$530 million to subsidize 120,000 new child care slots in CA.
- \$840 million for increased subsidy payments to child care providers (to address increased costs and workforce shortages) and the \$189 million for the provision of rate supplements.

100 <https://www.gov.ca.gov/2020/12/01/governor-newsom-releases-the-master-plan-for-early-learning-and-care-california-for-all-kids/>

- \$1.75 billion for after school and summer school enrichment (SSFUSD allocation 1,339,521 million in expansion funds¹⁰¹).
- \$300 million for the California Pre-Kindergarten Planning and Implementation Grant Program for the professional development of preschool, transitional kindergarten and kindergarten teachers, as they create inclusive classrooms that embrace English language learners, social-emotional learning, trauma-informed practices, restorative practices, and mitigate implicit biases.
- Expanded school nutrition programs, including school breakfast and lunch for all children.
- \$3 billion for the expansion of Community Schools that serve as multi-service hubs.
- \$260 million for the Special Education Preschool Grant.
- Supporting workforce preparedness and high-demand career pipelines.
- Increasing the percentage of K-12 students who graduate with 12 or more college units earned through dual enrollment in high school by 15 percent.
- Focusing on establishing or expanding programs that address California's workforce needs in healthcare, climate action, education and early education.
- Increasing the number of students graduating with degrees or credentials in STEM, and Education or Early Education disciplines, and academic doctoral degrees, by 25 percent by 2026–27. The goal is to support high-demand career pipelines for technology, climate action, healthcare, and education.

Proposed Highlights of the 2022–2023 proposed Governor's Budget include:

- 823.7 million to expand child care by 36,000 additional slots and 373 million to support reimbursement rate increases.
- \$500 million to support special education students in inclusive classrooms with non-special education students.
- \$639 million to expand Transitional Kindergarten and an additional \$383 million to add one staff person to classrooms.
- \$55 million to extend the Young Child Tax Credit.
- \$3.4 billion for Exp Learning expansion (after-school).
- \$19 million to for TK-12 teacher development.
- \$1.3 billion for construction of new facilities in TK-12.
- \$1.5 billion to support building career pathways in the high need areas of health care, technology, climate and Education.
- \$20 million for the Pathways Grant Program for High-Skilled Careers to prepare students in grades 9–14 for the high-skill fields of Education and Early Education; science, technology, engineering and math (STEM) and healthcare.

2.8 billion in funds to attract, prepare, retain and fill gaps in the teaching workforce:

- Additional funds proposed for the Teacher Residency Grant Program, Classified Employee Teacher Credentialing Program, Golden State Teacher Grant Program.
- Expand community college programs in Early Education and Education.



101 <https://www.cde.ca.gov/fg/aa/pa/elop2122.asp>

Planning for Child Care – Origins of SSF Policies

As described by Sharon Ranals, Assistant City Manager and former Parks and Recreation Department Director, and Kristen Anderson, former Child Care Coordinator for the City of Redwood City, and author of *Planning for Child Care in California*¹⁰², planning for child care development in South San Francisco set a precedent that had far-ranging implications.

Kristen shared, “Mary Petsche, the Director of Child Care Coordinating Council, 4Cs, recognized the value of engaging leaders in cities, the county, business, labor, to gain support for child care. She enjoyed the politics and built relationships with influential leaders, some of whom later moved to state/national leadership positions. Also, efforts in support of child care agencies with programs on school sites lead to increased visibility and collaboration. Mary built relationships with Gene Mullin and Jackie Speier very early in their illustrious political careers in San Mateo County and envisioned a structure for financing facilities.

Mary and other Resource and Referral Agency directors in the area worked with Jan Stokely at the National Economic Development and Law Center, NEDLC¹⁰³, to found the Local Investment in Child Care Project (LINCC) in 1997, funded by Packard Foundation. The goal was to create local infrastructure to support child care facilities development. Strategies included: addressing land use policy/practice barriers, creating economic development linkages, building business skills of child care operators, and securing financing resources.

In 1997, South San Francisco began development of a new General Plan and Kristen Anderson was then hired as a consultant to draft child care policies. She was working as the Redwood City Child Care Coordinator, on the LINCC, and had received training and mentoring on policies related to facilities development from Abby Cohen at the Child Care Law Center, CCLC. She drafted the policies that were included in the Land Use and Circulation/Transportation elements of the adopted 1999 General Plan.

Former Councilman Gene Mullin then decided to explore adopting a developer impact fee for child care, so the city funded the required nexus study. Joanne Brion of Brion Economics, Inc., who had experience with nexus studies for local governments was hired; she wasn’t yet familiar with the child care system so Kristin and Heather Quinn, Asst to City Manager, briefed her on the fee study and proposed options for creating new spaces.”

Sharon Ranals, SSF Assistant City Manager shared, “The City of South San Francisco recognized the growing shortage of high-quality affordable child care options locally as development increased. In 2001 former Councilman Gene Mullin led the city council to pass Chapter 20.310 in the South San Francisco Municipal Code, which sought to help address the growing shortage by collecting impact fees from future local commercial and residential developers to fund the development and expansion of child care facilities in the city’s major employment areas. City staff who were instrumental in establishing the Ordinance, which was the first in San Mateo County, included Chief Planner Susy Kalkin and Assistant City Manager/Director of Economic and Community Development Marty VanDuyn.”

The city required the funds only be utilized for capital costs to establish new spaces for child care, not toward operational costs such as paying for staff. The city’s legislation was supported by the State of California’s impact fees enabling legislation passed in 1987 called “AB 1600 Mitigation Fee Act,” which provides the parameters for broadly levying development impact fees locally. To date, the city has collected several million dollars in child care impact fees which has helped finance the construction and expansion of two child care buildings and a playground, significantly increasing the number of available child care spaces in South San Francisco. Early uses also included support to establish family child care homes.

The fund has been accumulating in recent years, and the city is currently considering the most effective use of these funds. The **CCMP SSF** will inform this effort.

The Gateway Child Care Center, built by the city with redevelopment agency funds and leased to the YMCA, was in process already at the time, so did not utilize impact fee funds.

South San Francisco continues to lead the way in this area. As only one of two cities in San Mateo County with child care impact fees on new residential and commercial development (joined by the City of San Mateo in 2004) the early model for financing and supporting child care development exemplifies the ongoing commitment of the city and its leadership to promote and facilitate child care development.

¹⁰² <https://solano.com/products/planning-for-childcare-in-california>

¹⁰³ <https://community-wealth.org/content/national-economic-development-and-law-center>

The General Plan, adopted in 1999, and now being revised and updated as SHAPE SSF 2022–2040, originally included several policies that are supportive of child care within the Land Use Element, specifically, (Policies 2-G-9, 2-I-12, and 2-I-20), summarized below:

Original 1999 General Plan Elements Under Land Use:

2-G-9: Facilitate development of child care centers and homes in all areas, and encourage inclusion of child care centers in non-residential developments.

2-I-12: Undertake comprehensive efforts to promote development of child care facilities. Efforts should include: Permitting child care centers in all districts; Developing criteria for incentives for child care facilities, as part of bonuses for specified TDM programs (Policy 2-I-5); Exploring the feasibility of assisting child care providers and developers to identify and develop potential sites; and preparing a child care start-up guide.

2-I-20: Initiate a nexus analysis with the intent of creating a revenue source or improvements to be used to provide new child care facilities and programs.

The proposed **SHAPE SSF 2040** General Plan aligns and intersects with the **CCMP SSF** and provides broad goals and action steps that are further detailed in this plan. The structure of the updated General Plan allows for the general public to see which departments and city entities are responsible for specific elements and expands child care goals and actions significantly. When viewed together, the documents create a template on where to go, what needs to be done and includes strategies on reaching optimal child care availability, quality and access within the city.

New recommendations, aligned with the **CCMP SSF** will serve to:

- Expand child care availability in SSF, especially in under-resourced areas.
- Improve ease of opening and operating child care facilities in SSF and removing or reducing parking, zoning and business development barriers.
- Improve specific child care quality of life elements.
- State a commitment to meeting unmet child care needs, including expanding subsidies and striving for a universal preschool system.
- Expand after-school and summer child care within the city.
- Specifically encourage inter-departmental and cross agency collaboration.
- Encourage increasing collaboration with SSFUSD as related to the JUA/MOU and the provision of TK, child care and related services.
- Address recent regulation changes related to large family

child care home establishment (Skinner – SB 234).

- Expand child care in multiple land use designations within the city and maintain an inventory of potential spaces.
- Explore family child care business supports.
- Advocate as a city, for child care services, funding and opportunities.

Policies to Grow the Future

In May 2017, the San Mateo County Child Care and Preschool Facilities Task Force¹⁰⁴, as part of the final report for the “**SMC CCPNA 2017**” stated, “Regional planning advocates have long recognized the connection between affordable housing, traffic congestion, jobs and education as key drivers of where families choose to live. The shortage of affordable high-quality child care and preschool facilities must also be a part of the equation. The lack of high-quality affordable child care is impacting a large segment of San Mateo County’s workforce, which in turn impacts transportation and housing. It is exceedingly rare for a neighborhood to have affordable housing, job opportunities, high-quality child care and education and public transit options. Therefore, people often have to sacrifice at least one of these elements to make ends meet.”

The projected growth of the gap between children in need of care and a lack of child care spaces is expected to approach 14,000 spaces by the year 2025 for San Mateo County. The average cost to build one child care space is \$40,717. In total, it would cost approximately \$428 million to meet the unmet demand in 2025.

¹⁰⁴ <https://housing.smcgov.org/sites/housing.smcgov.org/files/Ex%20A%20SMC%20Childcare%20Needs%20Assessment.pdf>

The report further detailed the need to calculate the cost per square foot of commercial space, the availability of space, the vacancy rate, limited land availability and real estate competition and price per square foot to develop vacant land, price per sq/ft to build out facilities and price per square feet to improve existing facilities. As each child requires 35 sq.ft./per child in indoor space, and 75 sq.ft./per child in outdoor space – each child requires 110 square feet of total available space. The report noted that, “The high cost of real estate and limited availability of land are factors that greatly influence the supply of child care and preschool facilities in high-cost counties, such as San Mateo.”

South San Francisco as of January 2022, has about 3,200 housing units, 700 hotel rooms, and 6,700,000 non-residential square feet in the entitlement pipeline or under construction. Downtown, East of Hwy 101, El Camino, and Lindenville sub-areas are anticipated to experience the most development. As reported in the **SHAPE SSF**, 80% of permitted units are at the “above moderate” income level. Per the 2015–2023 Regional Housing Need Allocations (RHNA), the City of South San Francisco must permit about 1,900 housing units within this timeframe at varying levels of affordability to meet this requirement. Currently, meeting 37% of units at below moderate-income levels, the city is far behind in meeting the low-income housing requirement. Ensuring that housing is available for all income levels reduces displacement of current residents and increases housing availability for the moderate wage service industry and support employees that will be needed in the new developments. Incentivizing family child care businesses in new housing developments, providing target programs such as “teacher housing” and expanding it to “child care provider housing”, decreasing restrictions such as parking requirements, and increasing business development supports such as the grant programs for family child care and centers contained in other sections of this report will help to ameliorate the significant impacts to child care as a result of increased jobs, concentrated in an area with limited services for employees with children. Understanding child care shortages in gaps throughout San Mateo County are important, as workers commute and enroll in child care typically near home, work, the school of older siblings or on their commute route. Shortages in other areas of the county and in neighboring counties can displace residents.

While city planners regularly engage in studying housing, transportation, jobs and school impacts on residential and business growth, the impacts of child care can also be far-reaching. With significant business growth concentrated in an area, such as East of 101, higher wage earners who can commute

with infants and toddlers, or who reside in newly constructed housing may displace low-moderate wage earners and utilize available child care spaces. This includes the low-moderate wage earners that will be needed to fill service and support jobs needed in the area. Displacement of low-moderate income residents will extend further into West of Hwy 101 and a worse-case scenario involves low-moderate wage former residents and employees commuting long distances from impacted communities without access to subsidized child care, public transportation or family services.

Providing incentives for developers to construct child care facilities in lieu of paying impact fees can increase child care stock and can increase costs to the employer, yet provide long term impact to the community when growth projections are so extensive and concentrated. Additional financing measures include school district bonds and sales tax increases, like the county-wide Measure K, half cent sales tax which was used to establish the San Mateo County Early Learning and Care Trust Fund and the Big Lift¹⁰⁵ which focuses services and programs on improving literacy rates in areas of greatest child care need.

Additionally, ensuring that child care providers have access to specific supportive services in newly developed as well as existing areas is an important quality factor. In addition to retail areas, transit, parking, drop-off and pick-up areas, and emergency services, family child care providers, home based caregivers and small centers need access to community parks and child friendly outdoor spaces with amenities such as: infant changing tables, toddler lots, secure fenced areas, stroller/wheeled pathways, excellent lighting, access to water, availability for use by groups of children. Linking a portion of parks impact fees to enhance outdoor resources for child care would result in children in care having more access to city facilities.

Additional funding sources that may be appropriate include the New Market Tax Credit Program¹⁰⁶ for community development and investments in distressed communities. Investigating census tracts # 06081602200 and #06081602100 as NMTC and/or Opportunity Zones could be fruitful. Further exploring the use of redevelopment funds (as they were utilized in 2004 to build the site of the Peninsula YMCA, Gateway Child Development Center on Gateway, which is still owned by the City of South San Francisco and operated by the Peninsula YMCA.

105 <https://www.thebiglift.org>

106 <https://www.cdfifund.gov/programs-training/programs/new-markets-tax-credit>

Early Care and Education 2022 Parcel Tax Effort

A parcel tax measure entitled, Early Care and Education for All – South San Francisco¹⁰⁷, is currently raising signatures for the November 2022 ballot. The citizen campaign seeks to fully fund – and expand – South San Francisco’s successful early care and education (ECE) programs, including Parks and Recreation Programs, community child care centers, in-home care providers, and family child care providers, so that ALL families who live and work in South City can choose FREE, high-quality care for their children. The proposed ballot initiative seeks to expand provider capacity and raise wages for ECE workers and fully fund programs so every parent and caregiver is empowered to choose the program that works best for their family.

The Early Care and Education for All SSF campaign will work collaboratively to create a program centered on three core stated principles:

- Provides free preschool in South San Francisco:
Free preschool in the environment of parents’ choice, with high-quality care.
- Pays all early childhood education workers a living wage:
A living wage for child care workers and preschool teachers, plus access to union representation and benefits.
- Is paid for by taxes on corporations:
Funded by new city taxes on large corporations.

Guided by work outlined in Funding the Next Generation¹⁰⁸, founded by Margaret Brodtkin, the parcel tax effort seeks to promote and fight for local public funding measures for services to children and families; funds like San Francisco’s Children and Youth Fund and the Oakland Kids First Fund.

Within the measure are components of the goals of the **CCMP SSF**, including universal preschool for SSF preschool-age children and significant workforce wage increases to address the current workforce shortages.

For additional information visit: <http://ece4allssf.org>



¹⁰⁷ <http://ece4allssf.org/our-plan/>

¹⁰⁸ <https://www.fundingthenextgeneration.org/resources/>

Impact Fees

The Quimby Act (Section 66477 of the California Government Code) and the California Fee Mitigation Act (Assembly Bill 1600) allow communities to require developers to dedicate land or pay an in-lieu fee as a condition of approval. The basic premise is that new development brings in more residents, placing a strain on the existing infrastructure and public facilities projects like park, recreation, and child care resources. Development Impact Fees offset the impact by providing park, recreational facilities, and child care facilities to serve new residents. The city currently has impact fees for parks, child care, and public art. Developer impact fees are exclusively for capital improvements serving new development to offset the impact of a particular project or new growth.

Two cities in San Mateo County have a child care impact fee to help fund child care facilities:

Municipality	San Mateo	South San Francisco
City Information	<p>Contact: Heather Stewart, Senior Management Analyst hstewart@cityofsanmateo.org</p> <p>UPDATE: # programs funded in 2020–2022 Peninsula Family Services Beresford Montessori St. Andrews Church/Footsteps</p> <ul style="list-style-type: none"> • Developing a Start Up Child Care Guide and will share • Funds must be expended in 5 years • Capital projects only • Developing a cross-departmental review process • SM – Updating General Plan 	<p>Contact: Billy Gross – Principal Planner billy.gross@ssf.net Approved – 9/23/2020</p> <p>Sharon Ranals, Asst. City Manager sharon.ranals@ssf.net</p> <p>Update: Current Impact Fee balance as of January 2022 is \$11,000,000. City currently considering best utilization of impact fees and will take CCMP SSF recommendations into consideration.</p>

Continued on the next page



Municipality	San Mateo	South San Francisco
<p>Developer Impact Fee</p>	<p>Linkage Fees Child Care Development Fee</p> <p>The Child Care Development Fee, which became effective on July 1, 2004 pursuant to City Council Resolution No. 34 (2004), is collected to mitigate the impact of commercial development on the need for child care facilities. The fee is imposed on commercial projects over 10,000 sq. ft. and is charged \$1.08 per sq. ft. as shown in the 2019–20 Comprehensive Fee Schedule.</p>	<p>Child Care Impact Fee Updated and Approved by SSF City Council on 9/23/2020:</p> <p>The fund balance on 8/2020 was \$5,527,397.</p> <p>Funds had annually increased per original resolution and municipal code. Revenues raised by the fee are used to establish new child care spaces. Methods for creating new child care spaces include: building new facilities; expanding existing facilities; leasing existing commercial space or partnering with the School District; and establishing new family child care homes and expanding spaces at existing family child care homes.</p>
	<p>2019–20 Activities Child Care Development Fee</p> <p>Beginning Balance – \$ 2,175,792 Developer Fees – \$ 87,159 Interest Income / (Expense)-\$37,205 Expenditures – (687,982) Ending Balance – \$ 1,612,174</p>	<p>Past Funds Utilized to Construct Two City-Operated Child Care Facilities:</p> <ul style="list-style-type: none"> • Westborough Preschool • Siebecker Preschool • Update playground facilities for child care • Family child care support and establishment grants (contracted with 4C’s San Mateo County to operate). <p>See chart published on following page for new guidelines and fee structure.</p>
	<p>2019–20 Child Care Development Fee</p> <p>The fee does not apply to public use developments such as hospitals, nonprofit and government facilities, as well as churches, schools, and child care centers. Developers who enter written agreements to pay area standard wages to all construction workers on the project are entitled to a 25% reduction of the fee. Additionally, developers may provide construction of affordable housing units in lieu of the fee payment.</p>	<p>2014 Update on Fee Balance and Utilization:</p> <p>City of South San Francisco adopted a child care impact fee in 2001. As of June 30, 2014, approximately \$2.0 million in fees had been collected; \$650 thousand in interest earnings had been credited to the program and \$620 thousand had been expended on projects and program administration fees. Remaining balance after planned projects was \$1,995,688.</p>
	<p>Affordable Housing Commercial Linkage Fee</p> <p>The total ending balance as of the end of fiscal year 2019–20 was \$1,612,174. A public improvement project is not currently identified with funding commitment in the five-year plan; however, a budget commitment was made during 2018–19 to fund the Child Care Facilities project in the amount of \$2,100,000. The fund balance and continued collection of the Child Care Development Fee will be utilized to fund this project.</p> <p>2014 – City of San Mateo adopted a Commercial Development Fee for child care in 2004</p> <p>The fee rate is \$1.08/sq. ft. for projects over 10,000 sq. ft. that are one or more of the following:</p> <ul style="list-style-type: none"> • New commercial development of superstructure • Addition of square footage to existing commercial development • Commercial tenant improvements requiring planning <p>Approval – The current balance of the impact fee fund is approximately \$1.2 million and a large bulk of those funds was generated in the last three to four years</p>	<p>2001 – City of South San Francisco Adopted Child Care Impact Fees</p>

9/23/2020 South San Francisco Child Care Fee Levels

Impact Fee Category	Current Fee	Full Cost Fee	Proposed Fee	Surplus (Deficit)	Cost Recovery % age
Low Density – Per unit	\$1,979	\$5,748	\$3,463.48	(\$2,284)	60%
Medium Density – Per unit	\$1,858	\$5,034	\$3,033.16	(\$2,000)	60%
High Density – Per unit	\$1,851	\$4,285	\$2,582.20	(\$1,703)	60%
Comm/Retail Per Sq. Ft.	\$0.68	\$0.82	\$0.68	(\$0.14)	83%
Office/R&D – Per Sq. Ft.	\$0.57	\$1.49	\$1.26	(\$0.23)	85%
Industrial – Per Sq. Ft.	\$0.54	\$0.50	\$0.50	\$0.00	100%
Hotel – Per Sq. Ft.	\$0.18	\$0.32	\$0.25	(\$0.07)	78%

Implementing specific recommendations in the **CCMP SSF** will align with child care impact fee usage. Original impact fee stated goals proposed in 2001 was to fund spaces, associated with new development by 2020. Fee uses have allowed for the expansion of the city operated preschool programs at Siebecker Center and Westborough Park. As described in earlier sections of this report, these programs are continually at capacity with on-going waiting lists for entry. Addressing the need for a third site is a logical use of current impact fees.

Including utilization of impact fees within the **CCMP SSF** recommendations and revisiting annually by the proposed advisory committee entitled, the Joint Advisory Committee to the Child Care Master Plan, JACCCMP, as described in the “**Living Plan**” section of this report, would allow for better tracking and directly linking them to expansion and increased child care slots.

Exploring additional child care financing mechanisms is advisable based on projected housing and employment growth by 2030. The projected addition of 20,000 more residents and 40,000 more employees will impact child care, as an increase of up to 2,000 children in need of care can be assumed based on these projections.

Cost of Developing Child Care

In 2016, the Brion Economics Team Early Learning Facilities Study – Final Report¹⁰⁹, detailed cost estimates for child care construction as well as a range of financing options for child care development. Exploring methods and considering cost-effective mechanisms to gain child care spaces in SSF are as follows:

The cost estimates are based on real project costs for various recent child care center projects (by type), adjusted for inflation. Actual costs may vary, and land costs are excluded. The average cost per child care space in San Mateo County varies depending on the type of construction project. The need for new spaces is broken down as follows with these average costs per space by building type:

- **40%** – New building construction: average cost \$43,183 per space

- **20%** – New or existing commercial space: average cost \$53,800 per space

- **15%** – Expanding existing centers: average cost \$37,003 per space

- **20%** – Portable buildings: average cost \$25,412 per space

- **5%** – Employer-based centers: average cost \$41,033 per space

- How many children are served with 1 new space?
 - › Average \$40,717 per space
 - › 30-year life
 - › Attendance – 4 years per child
 - › 7.5 children served over 30 years
 - › Average cost per child: \$5,429 (less than costs to construct a parking space in a lot in the county)

109 <https://first5sanmateo.org/wp-content/uploads/2017/06/Brion-Executive-Summary-Early-Learning-Facilities-Study-2016.pdf>

The following mechanisms or funding methods can be considered to finance child care growth:

- Sales Tax Add-Ons – which require two-thirds voter approval
- Parcel Taxes – which require two-thirds voter approval and a simple majority for citizen initiatives
- Developer Impact Fees – In place in SSF
- Employer-Based Care – privately funded
- Grants and Foundations – charity based
- State Child Care Facilities Revolving Fund – no-interest loans to Providers with contracts with the California Department of Education to provide subsidized child care (moved to CDSS – temporarily halted)
- Community Benefits Programs (CBP) – new development – optional for developers
- Development Agreements – new development – optional for developers

Local Resource Guides, Websites and Policies

Neighboring cities have produced publications, manage websites, implemented policies and addressed child care development and challenges:

- City of Redwood City Child Care Information and Resource Site – <https://www.redwoodcity.org/residents/child-care>
- City of San Mateo Child Care Development Fee – <https://www.cityofsanmateo.org/4162/Mitigation-Fee-Act-Reports>
- City of Palo Alto Child Care Resource Data – <https://www.cityofpaloalto.org/Departments/Community-Services/Human-Services/Child-Care-Resource>
- City of Milpitas Child Care Master Plan – https://www.ci.milpitas.ca.gov/_pdfs/child_care_master_plan.pdf
- City of San Francisco Office of ECE – <https://sfoece.org>
- City of San Mateo Child Care Start-up Guide – <https://www.cityofsanmateo.org/DocumentCenter/View/150/Child-Care-Start-Up-Guide?bidId=>



A Personal Note

This section presents the most challenges in making recommendations. We are at a time of great potential, possibility and contradiction. For those of us that have advocated for the types of budget enhancements and program expansions being currently proposed, legislated, funded, and implemented, it is a time of great relief and joy. Yet there are very real possibilities that funds will be left unspent and services left undelivered due to a range of factors.

The child care and education sectors are suffering from significant workforce challenges that are actually preventing responses to available funding and collaborative mobilizing. The high cost of living and housing in San Mateo County, ongoing health concerns, mental and emotional health needs, the stress of shepherding children through unprecedented times, as well as the exhaustion from responding to the COVID pandemic has depleted first responders in child care and education and the lack of staff has overwhelmed stretched administrations.

Child care facilities procurement suffers from some of the highest and most competitive real estate and development costs in the country. Renovation and repair costs have escalated and are disrupted by supply chain and labor delays. It is the best of times and the worst of times to grow child care. The money is flowing, but we can barely pick ourselves up to receive it.

Section 7: Recommendations: Legislation, Policies and Funding

Items that are **HIGHLIGHTED** are priorities for 2022–2023.

7.1. Actively follow federal developments related to the American Families Plan and track elements that may be approved. It will be critical to blend funds should they be available. Advocate for the continued inclusion of universal preschool, family leaves, child tax credits and a federal child care policy.

7.2. Ensure that families in SSF are aware of federal and state tax credits available to parents and guardians with children. While some tied to the American Rescue Plan have ended, families can still collect when filing 2021 taxes in 2022 and state and federal child care credits as well as earned income credits are often unclaimed and under-utilized. Conduct outreach in Spring 2022, to ensure that families are aware. Tax credits are an important part of increasing family budgets, especially when paying for child care.

7.3. Support the expansion of designated personnel at the city level and at SSFUSD to ensure that collaborative planning, program expansions, workforce development and facilities needs for incoming funding can be executed thoughtfully and with shared purpose. Consider a shared position between the city and SSFUSD to manage child care issues.

7.4. Consider the ECE/EDU Sector workforce for all workforce development opportunities in SSF. Work with local workforce development boards such as NovaWORKS and also with SAMCEDA, local Chambers of Commerce,

EDD, Department of Industrial Relations, local unions representing child care employees, California Teachers Association, community resource agencies and local child care employers, to develop support for addressing workforce shortages with a collaborative approach. Ensure that as funding becomes available for high need sectors, this one is prioritized.

7.5. Utilize available WIOA funds to support the development of model pipelines, apprenticeships and pre-apprenticeships for youth to create “Grow Your Own” Programs, as described in the “Workforce” section of this report, and utilize available California Apprenticeship Initiative grant funds available in partnership with Skyline Community College, SSFUSD and the SMCOE to create a SSF Child Care Apprenticeship program and a Pre-Apprenticeship for SSF youth. Target disproportionately impacted youth and seek matching funds from the American Relief Plan and other workforce stabilization sources including SMCOEs, K-12 SWP, SAEI. Other programs are utilizing ASES expansion ELO-P funds to pay high school interns in after-school programs.

7.6. Stay informed and become involved in the Early Care and Education for All-SSF Campaign to fund universal preschool in SSF.

7.7. As funds from the current and proposed Governor’s budget for child care expansion become available utilize recommendations in the “COVID Impacts”, “Legislation and Funding” and “Overview from a Child Care Lens”

sections of this report related to supporting child care providers in obtaining renovation and repair funds for child care facilities to support child care centers in expanding to secure additional subsidy slots through renovation, materials purchases and repairs.

- 7.8.** Ensure that currently funded CDE/CSPP, CDSS/CCTR, Headstart, Alternative Payment Programs and other state and federal child care subsidy programs currently being provided in South San Francisco are supported in applying for and securing additional available subsidy slots. Support new applicants should they become eligible. Based on the gap between supply and need for subsidized preschool and school age care, by zip code, 94080, SSF is one of the nine SMC CCPC¹¹⁰ Priority 1 (one) zip codes for developing and needing new child care spaces in San Mateo County (highest priority). Zip codes are ranked with #1 being the most critical in terms of child care needs.

NEW RFP released from CDE Feb. 2022 for CSPP EXPANSION: The California Department of Education (CDE), Early Education Division (EED) has released Management Bulletin (MB) 22-02 which includes CSPP and facilities funding. Coordinate with SMCOE and SSFUSD.

- 7.9.** Utilize community and county experts in accessing subsidized child care slots from CDE, CDSS and Headstart as expansion funds become available. Most first-round expansions will be available through local LEAs (SMCOE, etc.) through direct or CBO sub-contracts. TK and ASES expansions managed through SSFUSD. While more than \$7–8 million in CDE, Headstart and CDSS child care subsidy funds were contracted in SSF in 19–20, with an additional \$4–5 million in recent COVID relief and local funding, additional work is needed to ensure all funds are expended. Ensure SSF staff participation in and receive announcements from:

- 7.9a.** CDE, Early Childhood Education¹¹¹; SSF contract programs include: California State Preschool Programs

– most administered through LEAs (CSPP), Transitional Kindergarten (TK)¹¹², Expanded Learning/After-School¹¹³ – ELOP and ASES

- 7.9b.** CDSS, Child Care and Development¹¹⁴; SSF contract programs include: General Child Care (CCTR), Alternative Payment, (CAPP), Child Care Food Program (CCFP), Early Headstart, CalWORKS Child Care

- 7.10.** Track and support recent funding available to LEAs for the support of Community Schools Elements of community schools include the support of after-school and summer programs, enrichment, parental involvement as well as other health, nutrition and academic supports.

- 7.11.** Implement recommendations in “Needs” section of report related to ensuring that families have access to and understand how to obtain and utilize subsidized care in SSF and better understand how to assess and select child care that suits family needs.

- 7.12.** Develop a local collaborative and coordinated response to the following open, recently closed and not yet awarded funding opportunities including:

- The California Department of Education (CDE) Early Education Teacher Development Grant Program¹¹⁵ (LEA and school district applicants)
- CDSS – Renovation and Repair Grants¹¹⁶ – up to \$249,000 currently available for child care and FCC applicants for minor repairs and major construction funds to be released Spring 2022
- Good Jobs Challenge¹¹⁷ – Regional responses to employment and training needs
- California Apprenticeship Grants, CAI¹¹⁸
- CCCCO – Strong Workforce and K-12 Strong Workforce Community College Workforce Grants¹¹⁹
- PAYA – Partnership to Advance Youth Apprenticeship¹²⁰
- Build Up – Infant Toddler Expansion Grants¹²¹ – December 2021
- California Commission on Teacher Credentialing –

110 <https://www.smcoe.org/about/child-care-partnership-council/>

111 <https://www.cde.ca.gov/sp/cd/re/cddeceplan.asp>

112 <https://www.cde.ca.gov/ci/gs/em/kinderfaq.asp>

113 <https://www.cde.ca.gov/ls/ex/elopininfo.asp>

114 <https://www.cdss.ca.gov/inforesources/cdss-programs/calworks-child-care/child-care-transition>

115 <https://www.cde.ca.gov/fg/fo/profile.asp?id=5771&recID=5771>

116 <https://www.cdss.ca.gov/inforesources/child-care-and-development/infrastructure-grant-program>

117 <https://eda.gov/arpa/good-jobs-challenge/>

118 <https://caihub.foundationccc.org/Resources>

119 <https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/Workforce-and-Economic-Development/Strong-Workforce-Program>

120 <https://www.newamerica.org/education-policy/partnership-advance-youth-apprenticeship/>

121 <https://sites.google.com/view/busmc-infant-toddler-grant/home>

Teacher Residency Capacity Grants¹²²

- CSPP Expansion and Facilities Grants – CDE 22-02
- ELO-P After-School Expansion Grant
- ARPA – San Mateo County Grant – Child Care Allocation for COVID related disruptions, support, expansions, etc.
- Apprenticeship Building America – 2022
- Closing the Skills Gap – Federal – 2022

7.13. Participate and represent SSF in key coordination, advocacy and support efforts in San Mateo County and CA including:

- San Mateo County Office of Education, Child Care Partnership Council (SMC CCPC)¹²³
- First 5 San Mateo County¹²⁴
- Build Up San Mateo County¹²⁵
- Early Edge¹²⁶
- Children NOW; 2021 Pro-Kid Agenda¹²⁷
- SAMCEDA
- CA Employment Training Panel¹²⁸

7.14. Explore the proposal by the Advancement Project to create and utilize a Whole Child Family Wellness Equity Index in SSF to address Educational Equity in a range of services including child care¹²⁹

7.15. Maintaining, sharing and promoting a land inventory within SSF of available spaces and locations that may be suitable for child care. Utilize the facility list created in the “**Overview**” section as well as the general guidelines as a basis for development.

7.16. Investigate the New Market Tax Credit Program¹³⁰ for community development and investments in distressed communities. Specifically investigating Census Tracts # 06081602200 and 06081602100 as an NMTC and/or Opportunity Zones and redevelopment funds as they were utilized in 2004 to build the site of the Peninsula YMCA, Gateway Child Development Center on Gateway.

7.17. Encourage and incentivize developer build out of child care shells, employer build out of child care for employees, expansion of existing child care programs East of Hwy 101, and inclusion of family child care suitable facilities in

housing developments (as described in “**Needs**” section of **CCMP SSF**).

18. Investigate the following child care financing options to support expanding facilities to meet projected growth needs and support existing efforts to designate additional funds for child care:

- Sales Tax Add-Ons – which require two-thirds voter approval
- Parcel Taxes – which require two-thirds voter approval, and a simple majority for a citizen initiative such as the current proposed effort in SSF
- Developer Impact Fees – In place in SSF
- Employer-Based Care – privately funded
- Grants and Foundations – charity based
- State Child Care Facilities Revolving Fund – no-interest loans to Providers with contracts with the California Department of Education to provide subsidized child care (moved to CDSS – temporarily halted)
- Community Benefits Programs (CBP) – new development – optional for developers
- Development Agreements – new development – optional for developers

7.19. Implement **CCMP SSF** recommendations in “**COVID Impacts**” and “**Needs**” sections of the **CCMP SSF** as related to stated uses of Child Care Impact Fees, including family child care home grant programs, and facilities collaborations with SSFUSD. Utilize renovation and repair grants to support conversion of small family child care homes based on the Skinner Bill 234 which allows large family child care homes as residential use effective January 2020. Review slot development in conjunction with **CCMP SSF** review.

7.20. Consider adding teacher housing and child care housing provisions to new development. Increase low to low-moderate housing limits to ensure sector workforce can remain in SSF near employment sites.

122 <https://www.ctc.ca.gov/educator-prep/grant-funded-programs/teacher-residency-grant-program>

123 <https://www.smcoe.org/about/child-care-partnership-council/>

124 <https://first5sanmateo.org>

125 <https://buildupsmc.com>

126 <https://earlyedgecalifornia.org>

127 <https://www.childrenow.org/portfolio-posts/the-2021-pro-kid-policy-agenda/>

128 <https://etp.ca.gov>

129 <https://www.advancementprojectca.org>

130 <https://www.cdfifund.gov/programs-training/programs/new-markets-tax-credit>

7.21. Support and advocate for additional funding, changes in the funding formula and strategies to fund growing child care demands and under-funded mandates at SSFUSD. Explore seeking funding for additional staff positions to meet multiple planning needs in 2022–2023 in the areas of facilities coordination and growth, TK implementation and after-school expansion. Explore creative responses to Basic Aid and community-funded district limitations.

7.22. Develop partnerships with higher education and the San Mateo County Office of Education to implement workforce pathways utilizing Strong Workforce funds. SWP and K-12 SWP can be utilized to develop workforce for target populations. Braid workforce development funds with SWP to create model job training and employment pipelines. Utilized Centers of Excellence Data¹³¹ on the ECE/EDU sector to support grant proposals and funding requests.

7.23. Consider utilizing one-time, San Mateo County ARPA Funds (to be released 2/22) on efforts to support and retain staff, kick-starting the collaborative activities between SSFUSD and SSF P&R, funding the planning for the implementation of items within the *CCMP SSF*, supporting collaborative and community efforts to plan for TK in SSF and planning for after-school expansion, facilities needs and shared programming possibilities to serve a goal of 50% of enrolled elementary school students through the 5th grade.

7.24. Track SB 1289 and SB 1289 as related to license exemptions for recreation programs, summer programs and private recreation activities as they could impact after-school and summer programming and locations.



131 <https://sites.google.com/baccc.net/coe/home>

SECTION 8

What Will Success Look Like?



A Vision for Success

As stated in the **SHAPE SSF General Plan**¹³², a vision for the City of South San Francisco includes all children from Birth through 12 years, having access to high quality, affordable and accessible child development programs.

Where do we want to be? In 2030:

- High quality child care for children birth–12 years, that supports optimal whole-child development is widely available in South San Francisco.
- A mixed delivery system that is collaborative and coordinated, consisting of child care centers, family child care providers, and exempt caregivers in a variety of constructs (public, private, home based). Programs are available in varying sizes, with a range of curricular approaches, including employer supported, subsidized, cooperative, infant/toddler, preschool, Transitional Kindergarten, after-school, summer, and is available throughout SSF. The language, cultural, and religious needs of families are supported in a wide variety of child care programs.
- Transitional Kindergarten is well-integrated into the community. All SSF 4-year-olds participate in a form of TK and benefits include improved outcomes for elementary school children in all modalities of development: social, emotional, physical, and academic.
- A range of schedules and family needs are accommodated including non-traditional hours, part-time, back-up, full-time, drop-in, cooperative, and summer as well as traditional full-time, part-time, and after-school child care services.
- Child care is available in all existing and future SSF neighborhoods, near transportation hubs, within new housing developments, adjacent to major employment centers, and walkable for many. No gaps of service exist in the Westborough, Buri Buri, Winston Manor neighborhoods. Child care is planned or available specifically in Lindenville, East of Hwy 101, and Downtown to meet current and projected growth needs.
- Employees of the City of SSF have comprehensive family benefits and resource supports including for child care. They are aware of policies impacting families and participate in educational efforts.
- Affordable care that allows for all families to participate in child care is available. According to the U.S. Department of Health and Human Services (HHS), child care is considered affordable if it costs families no more than 7 percent of their income¹³³. Subsidized care is available for all eligible families in SSF.
- School-age child care for 50% of all elementary age children is available at all public and private SSF schools, on or near site. Before and after-school care, summer, and holiday care is available through a mixed delivery system and is coordinated, seamless, and easily accessible for families.
- Children with special needs have a wide range of child care options with teachers and providers trained in their care and with access to supportive resources. School, child care, health care and other services for children with special needs are coordinated and integrated.
- High school graduates, parents, career-changers, SSF college students, and other candidates choose to enter the ECE/EDU workforce and are interested in jobs and careers along the sector continuum, including teacher assistants, after-school staff, youth work, TK-12 teaching, early childhood teaching, administration, family support, recreation, youth development, higher education, and counseling in South San Francisco.
- The child care workforce is paid living wages, commensurate with education, experience and skills needed, and compensation is competitive, and desirable. Staff turnover and job vacancies are uncommon. A wide range of employment benefits are available to those working in child care and development programs.
- Child care is valued as infrastructure and a core service for economic health and vitality.
- Child care providers have few restrictions (reduced fees, parking, zoning etc.) to development in SSF and significant technical assistance, start-up, and city support in establishing small and large family child care homes and child care centers.
- A vibrant “Grow your Own” pathway is in place at SSF high schools and a minimum of 10% of graduates choose to

132 <https://shapessf.com>

133 <https://www.americanprogress.org/article/working-families-spending-big-money-child-care/>

work in the ECE/EDU sector in SSF. High school students earn dual-enrollment and middle college credit, matriculate to higher education, enroll in apprenticeships, internships and residency programs, and graduate from college debt free, and employed in child care programs, SSF classrooms as credentialed teachers, community organizations, city departments and local public and private agencies as professional staff.

- Information on child care resources, enrollment, and registration processes and parent education is widely available. Parents are engaged, connected and interconnected in SSF and support each other in their parenting roles.
- Child care providers, classroom teachers, support staff, and local agencies meet regularly to address common goals and challenges and develop local solutions. Integrated services including health, nutrition, and emergency services.
- Child care facilities are well maintained and environments are optimal for child development. Information, resources and funding is available for renovations, repairs, and emergencies.
- A range of incentives are in place for employers, developers, and business leaders to encourage child care facilities within new construction and planned developments.
- Financing options for supporting child care development are in place including the existing child care impact fees such as sales or parcel tax provisions, local, state and federal child care development resources, access to child care loan and grant programs, and private financing.
- Public spaces in SSF including playground, restrooms, recreational facilities, and indoor and outdoor spaces are appropriate for family use and are planned with the needs of young children, infants, preschoolers, and groups of children in mind. Spaces are available for families and groups of children to gather. Fenced areas, stroller trails, drinking fountains of varying heights, diaper changing facilities, family restrooms, private spaces for breastfeeding mothers, and public spaces designed for use by child care providers, children on field trips, and young children are widely available. Enriching experiences for young children that allow for nature study, interactions outdoors, and recreation are age-appropriate and available.
- Employers, developers, businesses, public officials, and administrators ensure that child care facilities and programs are financed, constructed or renovated and are available to meet child care needs of current and future workforce and residents.
- Child care providers and early educators regularly engage with elementary school teachers, after-school providers and staff to bridge systems and support children in seamless transitions.



A Plan in Action – Aligning the 2022 SHAPE SSF General Plan and the 2022 Child Care Master Plan for South San Francisco

The current General Plan for the City of South San Francisco was last adopted in 1999. It serves as a “blueprint” for the long-term growth of the community and is a vision of the future. Each city and county in California must prepare a comprehensive General Plan which includes development policies and maps to achieving the stated goals.

As previously described, the city is in the process of revising its general plan and has been engaged in a multi-year effort to assess community needs, project growth and encourage citizen engagement. Raimi and Associates has been retained to assist the city in formulating a new plan through the year 2040. The updated plan has been released for input to the public in February 2022.

The **2022 Child Care Master Plan for South San Francisco** serves as a stand-alone plan for child care in South San Francisco. In the course of hearing citizen input regarding city priorities and planning needs, the issue of child care was raised as a priority concern and the city elected to develop a more detailed plan for that element.

Recommendations related to child care within the **SHAPE SSF** are summarized in the Executive Summary and below. The recommendations section of this report contain both the broad child care goals within **SHAPE SSF** and the detailed recommendations of the **CCMP SSF**.

As the **CCMP SSF** was crafted, ongoing input was made to elements of the **SHAPE SSF**. Recommendations were informed by real-time findings and survey data collected for the **CCMP SSF**. The elements listed below reflect the significant commitment of the City of South San Francisco in ensuring that the **SHAPE SSF** reflects broad child care goals for the city and the specific elements of the **CCMP SSF** provides an actionable plan for addressing specific child care objectives and reaching stated goals.



SHAPE SSF GENERAL PLAN RECOMMENDATIONS

Cross Referenced with Child Care Master Plan Recommendation, Ensuring Shared Goals

Child care recommendations fall in several defined areas within the SSF General Plan¹³⁴, and are referenced by heading areas, attributing departmental responsibility.

The majority of recommendations and action items related to child care fall under:

- Abundant and Accessible Parks and Recreation – PR 1, PR 4, PR 8, PR 9, PR 11
- Equitable Community Services – ECS 3, ECS 5

Abundant and Accessible Parks and Recreation

GOAL PR-4: The City collaborates with a strong network of partners to improve and expand park and recreational opportunities across South San Francisco.

- **Policy PR-4.2:** Coordinate with South San Francisco Unified School District on facility access. Work closely with South San Francisco Unified School District to improve community access to school facilities, including pools, athletic fields and playgrounds, outside of school hours to improve neighborhood access to recreational facilities, to expand after-school and summer programs, and to strengthen the relationship between schools and their immediate neighborhoods. Establish procedures for the creation of joint-sites, including the division of maintenance responsibility. (CCMP SSF SECTION 3 – Landscape 5)
 - › Action PR-4.2.3: Expand after-school and summer child care. Continue to work with the South San Francisco Unified School District to expand after-school and summer child care. (CCMP SSF SECTION 3 – Landscape – 2, 5) (CCMP SSF SECTION 2 – Child Care Needs – 2c, 4b, 4d, 6a, 8) (CCMP SSF SECTION 4 – Workforce 16)
- **Policy PR-4.3:** Partner with school district to transform former school sites. Partner with South San Francisco Unified School District to support the conversion of former school sites like Foxridge and Serra Vista to park space, child care facilities, and multifamily housing. (CCMP SSF SECTION 3 – Landscape-2, 5) (CCMP SSF SECTION 2 – Child Care Needs – 2c, 4b, 4d, 6a, 8)

GOAL PR-8: Parks and recreational facilities have the appropriate staffing to offer high-quality recreational programs and offerings for residents of all ages.

INTENT: To expand programming capacity to effectively serve South San Francisco’s diverse community.

- **Policy PR-8.2:** Provide varied recreational programming. Provide a variety of programming to ensure all residents have the opportunity to live healthy, active, and social lifestyles, including aquatics, fitness, library programs and events. (CCMP SSF SECTION 6 – Employees-14) (CCMP SSF SECTION 2 – Child Care Needs – 1a, b, c, d, e)
- **Policy PR-8.3:** Maximize class offerings. Maximize successful class offerings by increasing class size limits or offering more sessions/times. (CCMP SSF SECTION 2 – Child Care Needs – 1a, b)

GOAL PR-9: South San Francisco maintains quality child care and preschool programs citywide.

INTENT: To enhance the quality of child care and preschool and to expand (City, private, and public) child care opportunities and services throughout the city.

- **Policy PR-9.1:** Enhance Child care Program. Maintain and continue to improve the City’s Child care Program to enhance the quality of child care and preschool in the city.
 - › Action PR-9.1.1: Implement Child Care Master Plan. Adopt and implement the Child Care Master Plan, updating the Plan every 5 to 10 years. (CCMP SSF SECTION 9 – Living Plan – 1)
- **Policy PR-9.2:** Expand early childhood education for families of color and low-income families. Expand high-quality early childhood education for families of color and low-income families in South San Francisco and/or establishing universal preschool.

134 <https://sites.google.com/baccnet/coe/home>

- › Action PR-9.2.1: Expand funding for universal preschool. Continue exploring possible funding to establish and maintain universal preschool or to establish universal preschool for lower-income families. (SECTION 2 – Child Care Needs – 5) (CCMP SSF SECTION 3 – Landscape – 1a, b, and 2)
 - **Policy PR-9.3 Expand child care options.** Expand availability of affordable child care and preschool for people of all income levels, with particular emphasis on lower-income families particularly in Downtown, Westborough/Winston Serra, and the new residential area of Lindenville. (CCMP SSF SECTION 2 – Child Care Needs – 2, 9, 11, 12)
 - › Action PR-9.3.1: Update Zoning code for child care. Update the Zoning Code to:
 - Allow large family care homes by right in residential units as required by Senate Bill 234 (2019).
 - Allow child care facilities by right in all residential land use designations when located within one-quarter of a mile from public and institutional uses, e.g., schools and churches.
 - Allow child care facilities in residential neighborhoods that meet specified performance standards.
 - Allow child care facilities in mixed use districts East of 101 and in Lindenville.
 - Allow child care facilities by right in the business technology park land use designation. (CCMP SSF SECTION 2 – Child Care Needs – 2, 9, 11, 12) (CCMP SSF SECTION 7 – Leg/Funding – 19) (CCMP SSF SECTION 3 – Landscape – 5, 12)
 - › Action PR-9.3.2: Maintain land inventory for child care. Conduct an inventory of property that may be converted or developed into public or private Early Child care Education facilities. (CCMP SSF SECTION 3 – Landscape – 3)
 - › Action PR-9.3.3: Explore parking reductions for child care facilities.
 - › Action PR-9.3.4: Provide incentives for new development to create child care facilities. Provide incentives to new development to create child care facilities as a community benefit. Encourage new development to provide on-site child care facilities rather than paying an in-lieu fees. (CCMP SSF SECTION 7 – Leg/Funding – 6, 16, 17, 18, 19)
 - › Action PR-9.3.5: Coordinate citywide child care programs. Coordinate and integrate child care programs with existing housing, community, and social programs as described in the Child Care Master Plan. (CCMP SSF SECTION 7–3) (CCMP SSF SECTION 9 – Living Plan – 1, 3, 4)
 - **Policy PR-9.4:** Support business development for child care. Encourage private preschools and child care facilities to open in South San Francisco, particularly in neighborhoods with young children, employment land uses, and neighborhoods currently underserved by preschool and child care facilities. (CCMP SSF SECTION 3 – Landscape – 6, 11, 12) (CCMP SSF SECTION 7– Leg/Funding – 15, 18)
 - › Action PR-9.4.1: Explore grant funding for child care. Explore the provision of one-time grants to Family Child Care homes for zoning permit application or to update homes to be ready for babies and toddlers, including removing penalties for those who want to legalize their Family Child Care homes. (CCMP SSF SECTION 3 – Landscape – 6, 11, 12) and (CCMP SSF SECTION 5 – COVID – 2 a – h, 3, 7) (CCMP SSF SECTION 7 – Leg/Funding – 19)
 - › Action PR-9.4.2: Maintain online portal for child care. Maintain an online portal and resources for child care business development. (SECTION 5 – COVID – 1) (SECTION 4 – Workforce – 8, 29) (CCMP SSF SECTION 3 – Landscape – 9, 11, 12, 13, 14)
 - **Policy PR-9.5:** Advocate for child care. Advocate in support of state and federal funding and programs that subsidize or expand early childhood education. (CCMP SSF SECTION 7 – LEG/FUNDING – 4, 5, 6, 13)
- GOAL PR-11: South San Francisco maintains an equitable, flexible, and sustainable funding approach to maintain park and recreational standards for existing and future residents.**
- **Policy PR-11.3:** Regularly review developer impact fees. Regularly review (at least every 3 years) and adjust park, recreation, and child care impact fees to work towards the City’s service standard, and to account for the changing cost of land, facilities, and equipment. Consider fees by geographic area in the city to account for different land costs. Explore annual fees for city maintenance. (CCMP SSF SECTION 7 – Leg/Funding – 19)
 - **Policy PR-11.4:** Seek grant funding to help fund capital projects. Continue to seek grant funding to help fund capital projects. (CCMP SSF SECTION 7 – Leg/Funding – 15, 17, 18, 19)
 - **Policy PR-11.5:** Explore bond funding. Explore opportunities for bond measures to fund maintenance, park operations, and park and recreational amenity investments. (CCMP SSF SECTION 7 – Leg/Funding – 18)
 - **Policy PR-11.7:** Explore alternative funding sources. Study potential for using parcel taxes or developing community facilities districts to fund facility development and maintenance. (CCMP SSF SECTION 7 – Leg/Funding – 6, 16, 18)

- **Policy PR-11.9:** Combined State, local, and federal child care funds. Ensure that State, local, and federal child care funds are maximized, secured, and braided for the benefit of South San Francisco families accessing child care. (CCMP SSF SECTION 7 – Leg/Funding – 6, 7, 8, 9, 12, 23)

Equitable Community Services

GOAL ECS-3. South San Francisco equitably provides public services for all residents.

INTENT: To advance distributional equity in the City’s budget and resources allocation so that so all residents can engage in educational, recreational, and community-building opportunities.

- **Policy ECS-3.2:** Meet community needs for programming and services. In partnership with community members, adapt City programming and services as needed to ensure they meet the community’s needs, based on continued monitoring of demographic and socio-economic characteristics.
 - › Action ECS-3.2.2: Pilot equitable involvement in services. Identify and pilot new way to engage young people and their families who have not previously participated in City-run enrichment programs. Ensure that young people, especially youth of color and youth from other historically disenfranchised communities, are involved in City-run enrichment programs. (CCMP SSF SECTION 2 – Child Care Needs – 7a) (CCMP SSF SECTION 7 – Leg/Funding – 22)
- **Policy ECS-3.5:** Develop and promote small businesses. Foster small business development for low-income residents and residents of color with educational resources, permitting information, and services that can promote long term success in the City. (CCMP SSF SECTION 9 – Living Plan – 2) (CCMP SSF SECTION 2 – Child Care Needs – 4f, h and 3a) (CCMP SSF SECTION 3-Landscape – 3) (CCMP SSF SECTION 7 – Leg/Funding – 19)
- › Action ECS-5.2.1: Target placement of programming. Provide youth development programming in neighborhoods with high proportions of young people, especially low-income youth and youth of color. (CCMP SSF SECTION 4 – Workforce – 9–21) (SECTION 2 – Child Care Needs – 4b, d) (CCMP SSF SECTION 7 – Leg/Funding – 4, 5, 22)
- › Action ECS-5.2.2: Create summer internship pilot. Pilot summer youth/teen internship program within South San Francisco City departments, with targeted recruitment of low-income youth and youth of color, to address opportunity gaps via exposure to government. (CCMP SSF SECTION 4 – Workforce – 9–21) (CCMP SSF SECTION 6 – Employees – 12a, b, c, d, e)
- › Action ECS-5.2.3: Create youth pilot programs to address resource gaps. Meaningfully engage low-income students, students of color, and other historically disenfranchised community members to identify specific resource gaps (e.g., internet access and digital literacy) in the community. Pilot youth programming to address specific resource gaps or barriers. (CCMP SSF SECTION 4 – Workforce – 9–20) (CCMP SSF SECTION 7 – Leg/Funding – 4, 5, 22)
- **Policy ECS-5.3:** Maintain a data sharing agreement with school district. Maintain a continuous exchange of information with the South San Francisco Unified School District on projected growth of the city. (CCMP SSF SECTION 9 – Living Plan – 1a, b, c, d, e, f and 4) (CCMP SSF SECTION 9 – Living Plan 4) (CCMP SSF SECTION 7– Leg/Funding – 21)

GOAL ECS-5. The City provides high-quality educational opportunities for all children and youth by maintaining a positive relationship with the South San Francisco Unified School District.

INTENT: To enhance the quality of educational opportunities through partnerships, programming, and data sharing.

- **Policy ECS-5.2:** Provide a variety of youth programming. Provide a variety of programming to ensure all children and youth in South San Francisco have educational and recreational opportunities.

CHILD CARE MASTER PLAN RECOMMENDATIONS

Consolidated List of All Child Care Recommendations, by Section

Section 2: Recommendations for Assessing and Addressing Current and Future Child Care Needs

Items that are HIGHLIGHTED are priorities for 2022–2023.

Assessing Current Needs

2.25. The Parks & Recreation Department provide elements prioritized in the 2021 “SSF Parent/Family Survey” including:

- 2.1a.** Support the development of part-time, low cost, exempt care preschool option (Tiny Tots model under 15 hours a week) in the new Civic Center Campus preschool area.
- 2.1b.** Offer community courses (virtual and in-person) for parents (including those for SSF employees):
 - Choosing Child Care in SSF
 - New Baby 101
 - Parenting 101
 - Accessing Family Benefits for SSF Employees
 - Enrolling in Child Care in SSF
- 2.1c.** Continue to expand city offerings of city supported child care to meet short-term gaps and long-term needs.
- 2.1d.** Consider lowering the ages of existing city-operated preschool programs to 2 years to 5 years and adding a diapering/toilet-training component .
- 2.1e.** Aggressively continue to pursue city-owned or controlled locations for child care expansion west of El Camino Real in Westborough, Buri Buri, Winston Manor (or in close proximity) for additional city-sponsored preschool services that include a lowered service age group of 2 years to 5 years, with potty training and diapering options. Maintain current reduced rate structure, compatible with other city programs.
- 2.1f.** Facilitate formation of the Joint Advisory Committee of the Child Care Master Plan, JACCCMP (as described in Section 9 – Rec. 1).

2.2. SSFUSD is supported to provide elements prioritized in the 2021 “SSF Parent/Family Survey” including:

- 2.2a.** Preservation of or development of similar programs like the Adult Education – Parent Child Observation Program at Southwood to additional locations and in additional languages. Priority service areas to include the Downtown area and offered in Spanish.
- 2.2b.** Coordinate with all child care service providers and families to ensure that start and end times of school, as well as school vacations, closure days and summer school offerings are planned with child care scheduling and availability in mind and with schedules available 6 months in advance.
- 2.2c.** Ensure that elementary school enrollment (including TK) and child care registration functions are integrated with all school-age child care providers to provide seamless enrollment policies and service delivery for parents. Ensure that families know where their children are attending child care, elementary school, after-school care and summer care in advance to minimize stress and gaps in service.
- 2.2d.** Participate in the Joint Advisory Committee of the Child Care Master Plan, JACCCMP (as described in Section 9 – Rec.1) to ensure both short-term and long terms child care needs (as related to school assignment, preschool and TK enrollment, existing and future child care service gaps) in SSF are addressed.

2.3. City of SSF to improve resources including:

- 2.3a.** An enhanced website that provides SSF child care information, links to local resources such as 4Cs, seamless enrollment between SSFUSD and SSF P&R school-age after-school and summer programs and shared child care information for families, including how to access child care subsidies, how to access child care waiting lists.

- 2.4.** Multiple partners (city departments, SSFUSD, private providers, etc.) to address identified child care needs in the “**SSF Parent/Family Survey**” as follows:
- 2.4a.** Parent education around school selection opportunities, especially as related to selecting, registering and enrolling for school-age child care and summer programs for TK–5th grade.
 - 2.4b.** **Support the expansion of school-age child care as a clear priority, ensuring that at least 50% of all enrolled students in SSF elementary school have access to child care after-school and in the summer (representing 957 additional child care spaces for school-age children).**
 - 2.4c.** Ensure that school enrollment and child care enrollment is linked to meet identified gaps of:
 - School-age care, including anticipated after-school care for new TK students
 - Summer care
 - Care for children with special needs
 - 2.4d.** **Support the development by parents of cooperative child care (no cost) and playgroups within SSF.**
 - 2.4e.** Outreach to all SSF employers on how they can support the child care needs of employees, as well as information on existing family support policies, including family leave provisions, access to family benefits and other family friendly actions.
 - 2.4f.** Cultivate a network of family, friends and neighbor caregivers and parents with specific outreach events and opportunities for socialization for the adults and children in care.
 - 2.4g.** Proactive supports to families to encourage the family, friends and neighbors caring for their children to become licensed if interested and to participate in training, support opportunities and networks.
-
- 2.5.** **Support the provision of additional child care subsidies, at all age levels:**
- 2.5a.** **Address the current gap for infant care for subsidized or reduced fee care for 361 infants of low-moderate income families.**
 - 2.5b.** **Address the current gap for preschool care for subsidized or reduced fee care for 157 preschoolers of low-moderate income families – ensure that Transitional Kindergarten is structured to address this gap.**
-
- 2.6.** **Address the current shortage of child care resources for children of all ages west of El Camino Real, and in the Westborough, Buri Buri and Winston Manor neighborhoods:**
- 2.6a.** **Support community solutions to current preschool, infant/toddler, school-age gaps in child care availability in specific neighborhoods listed. Solutions must include a mixed service option including full-fee and reduced fee options.**
-
- 2.7.** **Inclusion of parents and guardians of young children as a priority group in the 2021 SSF Racial and Social Equity Plan based on disproportionate impacts faced by families:**
- 2.7a.** **Include parents with children as equity focus population by creating opportunities for all parents to gather to support parenting practices, child care information, resource sharing, engage in peer mentoring opportunities and share supports.**
-
- 2.8.** **Ensure that as Transitional Kindergarten is expanded throughout South San Francisco for all 4-year-olds, that:**
- 2.8a.** **A collaborative, community-based planning process is utilized to maximize TK participation by all families. That after-school care is available and appropriate for all 4-year-olds and is available to meet the needs of working parents (to 6PM).**
 - 2.8b.** **That a mixed delivery system offered in partnership with existing providers is prioritized.**
-

Recommendations for Assessing and Addressing Future Child Care Needs Based on City Growth Projections

- 2.9.** Provide incentives for locating child care in Lindenville and East of 101 in both residential and business complexes immediately, due to the length of time to build out, construct or renovate facilities.
-
- 2.10.** Address projected long-term gaps in child care resources in Lindenville, East of Hwy 101, by exploring child care development in adjacent city-owned facilities. For facilities in the Downtown area (such as Civic Center Annex), traffic impacts, noise mitigation from playground use, and mixed-age delivery requirements need to be considered.
-
- 2.11.** Current needs in Downtown area include child care for infants and toddlers (including those of SSF employees), heavily subsidized infant, toddler and preschool offerings for income eligible families in the area, and reduced cost child care services for moderate income families. Future needs include all fee option services for commuting employees (transportation considerations for those East of Hwy 101) and for new residents of Lindenville and adjacent properties. Current and future needs are not necessarily aligned but a common denominator is to develop and build-out a multi-age facility for infants, toddlers and preschool-age children specifically, with vendor requirements for subsidy levels.
-
- 2.12.** Subsidize land costs for child care facilities and conduct a land survey of publicly owned parcels that can be utilized for child care in high growth areas.
-
- 2.13.** Ensure that a percentage of future housing units are appropriate for licensed family child care with ground floor access, fenced outdoor space, designated entryways and mitigating sound barriers, indoor and outdoor space appropriate for numbers of children served.
-
- 2.14.** Create child care that is walkable from either home or work or located at major transportation hubs (BART, CALTRAIN, FERRY, etc.) and consider the feasibility of walking based on weather, items that must be transported or carried, and ages and portability of children when delivering children to school or child care. Minimizing traffic impacts related to child care pick-up and delivery requires consideration of how far parents can or will walk with young children or infants in tow.
-
- 2.15.** Utilize the Joint Advisory Committee of the Child Care Master Plan (as described in Section 9 – Rec. 1) to discuss transportation, traffic impacts, child care and public school needs for an additional projected 1,200 –1,500 children residing East of Hwy 101 or in Lindenville by 2030 (within newly created housing). Elementary school locations and assignments impact child care choices.
-
- 2.16.** Utilize the Joint Advisory Committee of the Child Care Master Plan, JACCCMP (as described in Section 9 – Rec. 1) to review total growth projections which include an additional 2,000 children under 12 years old residing in all neighborhoods throughout SSF AND the commuter patterns of employees with young children (infants to 4 years especially) who commute to child care near workplaces. With explosive employment growth projected in this area, accommodations for the children of employees need to be considered immediately. If only 1% of the projected workforce commutes with their young children to work, an additional 1000 child care slots will be needed by 2030, predominantly for infants and toddlers.
-

Section 3: Overview of SSF from a Child Care Lens – Recommendations for Improving Child Care Landscape in SSF

Items that are HIGHLIGHTED are priorities for 2022–2023.

- 3.1.** Address the following gaps in child care corroboratively utilizing community input and resources including the City of SSF, SSFUSD, private child care providers, community organizations, parents and county and local support agencies. As funds become available or are currently available utilize to:
- 3.1a.** Fund subsidized or reduced fee infant care for 361 infants of low-moderate income families.
 - 3.1b.** Fund subsidized or reduced fee preschool care for 157 preschoolers of low-moderate income families.
 - 3.1c.** Fund school-age care (full fee and subsidized) for 957 school age children, 727 spaces to be reduced cost or subsidized. This represents the greatest service gap at this time. Prioritize on-site or near site locations and prioritize providing child care through the 5th grade to ensure that children have adequate supervision and access to support, resources and caring adults.
-
- 3.2.** Aggressively plan for Transitional Kindergarten and (UPTK) implementation in SSF. Led by the SSFUSD, convene a community collaborative, representative of all key players (SSF city representatives, private child care providers, family child care, parents, higher education partners (Skyline, SMCCD), community organizations providing supportive services, SM County Office of Education, etc.) to develop a TK plan for SSF by June 2022, that will meet developmental needs of young children and help to alleviate the preschool gap. Ensure that TK site locations include geographic areas with low-moderate income families (Downtown, Paradise Valley to El Camino especially), provide appropriate after-school care options and as appropriate, utilize existing preschools and programs to provide integrated offerings. Begin to notify parents immediately of the planning efforts. Ensure that families can plan for TK enrollment with sufficient lead time and can participate in the planning process. Integrate planning process with the JACCCMP (as described in Section 9-1).
-
- 3.3.** Address child care needs projections and conduct and maintain child care facilities inventory in SSF annually when reviewing **CCMP SSF**. Publish availability of child care spaces and locations on city website for future and current provider expansion.
-
- 3.4.** Provide information, incentives and supports to employers, developers and real estate professionals on the need for child care in SSF. Include information on elements of assessing facility suitability and the need for development supports to meet future workforce demands. Encourage facility construction and build out within pipeline projects, including residential and commercial. Utilize list begun in the **CCMP SSF** as a starting point.
-
- 3.5.** Support the renewal of an MOU and joint powers agreement through 2030 between SSFUSD and City of SSF P&R for shared facility, land and programming uses, including joint child care offerings. Ensure that the needs of TK students are considered in space projections. Strongly consider utilizing middle, high school and under-utilized locations for child care spaces. Integrate child care programs into the curriculum of the hosting sites at all facilities.
-
- 3.6.** Consider implementing a Child Care Renovation and Repair Program to fund emergency, moderate cost and one-time child care repairs, renovations, emergency building needs or contract with the Low-Income Investment Fund, Child Care Facilities Fund in San Francisco (which manages a similar project for San Francisco). Goals of program include, preserving and supporting existing child care, increasing numbers of children served, addressing facilities needs that impact child care quality, supporting women-owned small business survival.
-
- 3.7.** Establish a Joint Advisory Committee of the Child Care Master Plan (JACCCMP) in South San Francisco (as described in Section 9 – Rec. 1).
-

- 3.8.** Seek funding to improve the elementary school enrollment process and integrate city, private provider and SSFUSD child care offerings to provide parents with children entering elementary school access to child care information and concurrent registration (including in TK).
- 3.9.** Seek funding to improve availability of updated child care information in SSF. Work with 4Cs San Mateo County to ensure that their child care referral system is easily accessed. Encourage SSF providers to develop a process to improve self-reporting of child care openings, advertise the availability of non-traditional care and services and provide assistance in marketing local child care providers in SSF.
- 3.10.** Provide services, equipment, materials and training for providers interested in caring for children with special needs. Develop a grant program to support increasing services to children with a range of developmental needs (including to children in diapers).
- 3.11.** Work with SSF Economic and Community Development Office, 4Cs, the Renaissance Center and other economic development initiatives to launch child care business support networks for licensed family child care providers. Link to entrepreneurship and economic & small business incubator efforts in SSF. Develop opportunities for unlicensed family, friend and neighbor caregivers to become licensed and obtain supports for quality improvement.
- 3.12.** Develop start-up child care guides, including regulations, requirements and local resources for establishing and expanding child care centers and family child care homes in SSF and make available via website, at the SSF Library and in appropriate city departments (Planning, Economic and Community Development, Small Business Incubator efforts etc.). Utilize the Build Up, San Mateo County; Establishing a Child Care Facility handout for general information and the City of San Mateo Child Care Start Up Guide when published (2022) as a template.
- 3.13.** Seek to quantify and inventory family, friend and neighbor child care in SSF for the purposes of providing supports and resources.
- 3.14.** Highlight child care providers in city publications, media, on the website and in press releases. Consider creating a provider recognition award or event to elevate visibility and value of child care in the community.



Section 4: Recommendations for Addressing Child Care Workforce Shortages in South San Francisco

Items that are HIGHLIGHTED are priorities for 2022–2023.

- 4.1.** Begin all child care and educational program expansion discussions with the questions, “Where will the teachers come from? How will we staff this program? Who will we hire?” and commit to a city-wide commitment to value, support and validate teaching careers at all levels and support actions that build a workforce pipeline.
- 4.2.** Develop a shared understanding across all decision makers that the teacher shortage in SSF impacts ALL career sectors, ALL employee recruitment efforts, and is preventing growth by limiting preparation program availability. Teacher shortages at all levels also impact the viability and availability of biotech pathways, health care pathways, engineering pathways, IT pathways and STEM career preparation. Developing future teachers is linked to providing meaningful and supportive pathways throughout the Early Care and Education continuum. Teacher recruitment at all levels needs to be coordinated, prioritized and valued.
- 4.3.** View child care as infra-structure; our economy is dependent on child care in the same way that roads, plumbing and the internet are foundational to the workplace. Ensure that child care teachers and providers are compensated commensurate with their education, experience, value and responsibility.
- 4.4.** Develop local solutions to the wage inequities in the child care field. Include child care providers at all levels in SSF Equity Plan and Equity goals. Utilize JACCCMP to recommend actions.
- 4.5.** Improve wages across all employers in SSF to build a competitive edge in the labor market AND to lift wages in surrounding communities. Review the incentive programs available in neighboring cities, including the Compensation and Retention Early Educator Stipend, CARES3, which the Office of Early Childhood Education (OECE) in San Francisco distributes to eligible child development staff to increase wages. Over 30 million dollars over 3 years is available (at about \$4,000/person) to increase retention, attract workforce and address area high cost of living. A significant increase in the stipend was recently announced in 2022, of up to \$30,000 per staff member. Support the ELC San Mateo County Stipend Program and share information.
- 4.6.** Increase access to benefits for all child care teachers and caregivers. Consider shared benefit pools and improving access to benefits for all part-time and full-time workers, especially to those without health care. All employees working with children in SSF should either have health care or be able to obtain it at low cost, especially during a pandemic.
- 4.7.** Increase the provision of employee child care benefits at public and private SSF work sites to support working parents with child care costs and access. Provide platforms for technical support to area employers on implementing family friendly policies. Outreach to employers in the child care industry to ensure representation. Include expectations and financing models for all providers of child care in SSF to provide child care services for their own employees and explore costs and financing of this expectation.
- 4.8.** Sponsor local job fairs for SSF child care employers. Consolidate efforts and host a shared job search and posting service for the SSF child care community to share.
- 4.9.** Commit to a “Grow Your Own” model of child care, educator and school-based career development with a goal of 10% of SSF high school graduates returning to fill jobs in the ECE/EDU and related sectors in SSF. Ensure that local talent and specifically, local young people in SSF are offered opportunities to consider careers with children and youth and develop workplace competencies. Pair college success, academic planning, counseling and project-based learning starting in the 8th grade with “Careers in Education” exploration opportunities. Support both SSFUSD and SSF private schools in their efforts to engage in career exploration.
- 4.10.** Link social justice and equity goals in SSF to careers in teaching. Social justice is exemplified in equitable and expanded educational opportunities for all. Ensure that SSF young people envision themselves as “difference makers” and “change agents” for the next generation of young people and that the role that child care and education plays in achieving equity is lifted. Create equity goals for children and youth that include having access to teachers at all levels who reflect their language, culture and ethnicity and model inclusive practices.

- 4.11.** Skyline College, which is the California Community College that serves South San Francisco, has expressed interest in the following programs that would enhance Early Childhood and Education Pathway Pipelines:
- 4.11a.** Offering “Dual Enrollment” (college credit for work experience, internships, college courses, cooperative work experience and programs) and promote “Middle College” opportunities in the Early Care and Education sector as well as in general education for high school students in SSF.
 - 4.11b.** Develop or implement an existing pre-apprenticeship for high school and apprenticeship program for adults in partnership with SSF employers, the SSFUSD and the City of SSF, Parks and Recreation Department
 - 4.11c.** Develop City of SSF Parks and Recreation child care sites as intern training sites and offer college cooperative work experience credit.
 - 4.11d.** Utilize SMCOE, K-12 Strong Workforce funds to specifically support the 40.8% of the South San Francisco Unified School District students who are from families with limited financial means, and the 80.3% students of color, to access the opportunities and careers in early care and education and bring critically needed language diversity to jobs with children and youth.
 - 4.11e.** In San Mateo County, 46% of high school completers attend a community college and 24% do not show up in post-secondary education the year after completion. Identify and specifically target this population in SSF to enter the ECE/EDU pathways.
 - 4.11f.** Bring community college workforce development funds into the ECE/EDU sector workforce preparation plans.
-
- 4.12.** Link employment in school-age, summer and after-school programs in SSFUSD, SSF P&R and private programs to Apprenticeship, Teacher Residency and Teacher Fellowship opportunities and pathways as a means to support employee interest in careers in teaching. Utilize CAI, SAEI and other available apprenticeship funds. Secure to launch.
-
- 4.13.** Locate preschool classrooms on the El Camino High School and SSF High School sites and offer Skyline College dual enrollment and “Middle College” courses in related content.
-
- 4.14.** Create an ECE/EDU pipeline program at Baden Continuation School with existing on-site child care programs as laboratory and internship sites and offer Skyline College dual enrollment and “Middle College” courses.
-
- 4.15.** Replicate the Oceana Early Childhood Dual Enrollment Pathway in a South San Francisco high school and link to internships, cooperative work experience and paid positions. Explore replication of the SMCUHSD CTE Pathway Program at Hillsdale High School which includes dual-enrollment courses with Canada College, <https://www.smuhsd.org>, and the on-site Hillsdale Nursery School, <https://hhsnurseryschool.weebly.com>.
-
- 4.16.** Seek workforce development, youth employment and prevention funds to support paid youth employment in elementary school, after-school and child care facilities and pair with college credit courses. Others programs are using ELO-P funds for high school staff. Explore this option.
-
- 4.17.** Launch a High School Future Teacher Club in partnership with the California Teachers Association (CTA), the Student CTA Chapter, with Skyline College and SSF high schools.
-
- 4.18.** Develop an 8th grade career exploration model at Westborough Middle School and consider locating an expanded preschool at that school location. Provide internship and co-curricular opportunities between Westborough Middle School and the current Westborough P&R Preschool.
-
- 4.19.** Ensure that SSF Parks and Recreation Summer Camps offer Intern Programs for high school students with paired dual-enrollment courses, stipends and work-based learning opportunities.
-
- 4.20.** Provide or invite organized community service opportunities for middle and high school students in all SSF child care programs. Provide college credit through cooperative work experience and internship courses.
-
- 4.21.** Work with Human Resources in SSF to develop youth Intern stipend program, youth apprenticeship and adult apprenticeship wage scales to allow for payment of youth interns and apprentices.
-

- 4.22.** Actively support parents enrolled in SSFUSD schools who are seeking employment to obtain college courses and prerequisites needed to fill current vacancies, by sharing job openings, co-locating required community college courses (in English and Spanish) at local schools and offering employment workshops specifically for parents. Recruit and prepare from the current parent pool.
- 4.23.** Develop shared hiring practices in SSF to “blend” part-time jobs into full-time opportunities. Consider blending PT SSFUSD and SSF P&R after-school jobs with similar responsibilities.
- 4.24.** Cross-reference employee and workforce support found in “Human Resources” section of this report and consider implementing policies and practices that provide health care and medical benefits to all SSF staff working with children. Provide college and educational supports to SSF child care staff (especially as coursework completion also leads to improved outcomes for children) and extended COVID related paid leaves and extended sick leaves, especially for part-time staff impacted by quarantines, COVID exposures, program closures or family responsibilities. These efforts are meant to increase retention and preserve existing workforce.
- 4.25.** Link Adult Education Bridge Programming to Careers in Early Childhood and Education and pair English language classes, GED, college success courses and career planning in the sector. Ensure that entry level teacher aide, early childhood, recreation and after-school career information is accessible and available in one location in SSF and integrated into the shared job/career posting service.
- 4.26.** Consider the development or support of a city-wide substitute pool for child care staffing. Link pool to community college pathway training efforts to support members earning child development permits and course completion. Provide specific training or coursework on the competencies needed as a substitute and job expectations. Explore area substitute pool models including the Kai Ming STEP program in San Francisco.
- 4.27.** Implement a substitute pool for city child care programs and ensure that salaries reflect higher wage levels based on schedule flexibility and availability, travel, health protocols, exposures to larger groups of children and levels of responsibility.
- 4.28.** Develop a system of family child care providers with a CBO (such as Renaissance) that can mentor peers and support Family, Friends and Neighbors (FFNs) to obtain family child care licenses. Refer FFNs to the Child Care Initiative Project (CCIP) offered through the Child Care Resource and Referral Networks to provide FFN quality supports, access to training, access to Trustline fingerprinting services and professional development. Consider hiring an Early Care and Education Workforce Recruiter and serve all sector employers in SSF including the City of SSF, SSFUSD, private child care centers and family child care homes in securing employees. Provide employment development, Including job postings, career and college preparation and permit, credential and licensing support to potential workforce.
- 4.29.** Utilize JACCCMP (as described in Section 9–Rec. 1) to explore impacts of wage and salary increases for staff in TK and preschool classrooms and other programs with wage subsidies to assess and address worsening workforce shortages in non-supported child care programs for infants, toddlers, school-age programs and others with disproportionate salaries. Reduce turnover by addressing salary inequities prior to program implementation.



Section 5: Recommendations for Relief of COVID Pandemic Child Care Needs

Items that are HIGHLIGHTED are priorities for 2022–2023.

-
- 5.1.** Develop and support a Child Care Information page on the SSF website and immediately share Child Care COVID Resources, to support and stabilize the SSF child care community and facilitate accessing and locating resources efficiently, including those listed under COVID PANDEMIC Resources in the “Resources” section of this report.
-
- 5.2.** Identify local funding sources (ARPA grants, Silicon Valley Community Fund6 etc.) to provide small emergency grants to initiate a South San Francisco Child Care Provider COVID Care Grant Program for child care providers (both child care centers and licensed family child care homes) to cover the costs of:
- 5.2a.** COVID pandemic supplies, such as, pediatric and adult masks, distribution of handouts and posting of signage, cleaning supplies, use of disposable paper goods as needed during the pandemic.
 - 5.2b.** Access to local resources for health-related questions.
 - 5.2c.** Items to improve ventilation and access to the outdoors (screens, operable windows, outdoor shade covers, fencing, etc.).
 - 5.2d.** Utilities and other regular and ongoing expenses that may be difficult to pay due to reduced revenue.
 - 5.2e.** Help providers shift COVID pandemic related costs for parents by assistance with providing diapers, infant supplies and consumables.
 - 5.2f.** Child care based food distribution and food bank services for parents and staff in need.
 - 5.2g.** Provide COVID relief funds for the workforce to address gaps in employment due to COVID quarantine mandates, provide paid sick leave to child care staff and providers that do not have access to leaves or have used all leave time and to bridge financial shortfalls impacting staff of child care programs due to serving fewer children based on reduced ratios and smaller group sizes as required for health and safety requirements. Include essential worker pandemic “hazard pay” stipends to support high risk workforce.
 - 5.2h.** COVID testing for children and adults.
-
- 5.3.** Provide technical assistance to child care workforce in applying for recently signed SB 114 legislation extending COVID sick leave through September 2022 in CA.
-
- 5.4.** Local declaration that child care providers and early childhood education teachers are considered “essential” to the city in South San Francisco and are critical to the economic recovery.
-
- 5.5.** Implement recommendations found in the, “Workforce” section and “Legislation, Policies and Funding” sections of the **CCMP SSF** to ameliorate impacts of COVID 19 and address historical wage inequities in the field.
-
- 5.6.** Improve communication between child care providers, ECE staff, SSFUSD and private school TK and K-5 teachers to address the following:
- 5.6a.** Share the emerging needs of young children as they transition from preschool and child care to TK and Kindergarten.
 - 5.6b.** Offer specific joint-meetings in SSF related to COVID pandemic learning loss, sharing information on obtaining Individualized Educational Plans, (IEPs) and better understanding the Transitional Kindergarten and Kindergarten school and child care registration processes.
 - 5.6c.** Provide ongoing joint training on health and safety regulations, protocols, changing regulations and safety measures for children in group settings.
 - 5.6d.** Unify messaging so that families with children in different settings and schools receive the same messages about COVID practices and requirements.
-
- 5.7.** Re-establish a SSF Family Child Care Network. Work in partnership with 4C San Mateo County, Renaissance SSF, and neighboring Family Child Care Associations to support the formation of English, Spanish and Asian language networks specifically to support family child care providers as they navigate the COVID pandemic and better access available resources.
-

- 5.8. Commit to provide community support for meeting the emotional and mental health needs of children, parents, caregivers and teachers as they all emerge from the pandemic and include in the new SSF Equity Plan, a provision for parents and guardians as a disproportionately impacted group in need of targeted services, and supportive resources.
- 5.9. Support child care provider and COVID immunization efforts for children in SSF as a shared city and school district message with public service messages and local recommendations to promote healthy environments in child care and reduce spread.
- 5.10. Due to a rise in the use of unregulated child care due to the COVID pandemic, expand training, outreach, resources and services to include unregulated child care providers, defined as “Family, Friend and Neighbor” to ensure that SSF children in unregulated child care experience practices and environments that support healthy caregiving and are responsive to COVID Pandemic needs.



Section 6: Recommendations for Increasing Family Support for Employees

Items that are HIGHLIGHTED are priorities for 2022–2023.

- 6.1.** The inclusion of a family-friendly statement in employee recruitment and job posting materials used to attract new talent including:
- That SSF values families and has many family-friendly benefits and supports.
 - A statement on why child care is critical in attracting, supporting and retaining key talent and the ongoing commitment to addressing child care needs.
 - A summary of key benefits.
 - Explicit links to benefit provisions online on city HR website.
-
- 6.2.** Implement recommendations listed under (Section 5: Relief of COVID Pandemic Child Care Needs) as relevant for SSF employees.
-
- 6.3.** Expand supports for elder-care that support the family caregiving spectrum, to increase benefit equity by supporting non-parents including exploration of expanded Magnolia Center use.
-
- 6.4.** The inclusion of child care benefit payments or reimbursements within the Discretionary Benefit Option Program (cafeteria benefit) for employees with existing medical coverage (such as spouse or parental coverage).
-
- 6.5.** A back-up/emergency child care bank program for employees in need of such short-term care.
-
- 6.6.** Support for breastfeeding mothers as they return to work (lactation room, information, support) including access to listed baby changing facilities and family friendly areas in employee and public city spaces exceeding code requirements in (Labor Code Section 10308 – Lactation Accommodations).
-
- 6.7.** Available family leave policies clearly described, regularly updated and outlined in an accessible format (like in an FAQ) including information on family leaves, including the use of Kin-care and Paid Sick Care, the California Paid Family Leave, the Healthy Workplaces-Healthy Families Act, the School-related Activities Leave and the Disciplinary Hearing/Meeting Leave (school related), maternity and paternity and other parenting adult leaves and how to access and utilize to meet family needs (such as an FAQ sent with a “New Baby Guide” for new parents in the SSF employee family).
-
- 6.8.** The inclusion of adoption support for employees adopting children and the inclusion of adoption events and leave eligibility descriptors.
-
- 6.9.** Offer health benefits for employees providing child care (esp. part-time employees) due to national and local crisis in recruiting staff and the ongoing pandemic/ endemic. Commit to ensuring health care access, current coverage or provided coverage for all child care workers (especially in light of COVID and increased exposure risk). Facilitate health care access for this employee group. Pro-actively provide health care information, resources and access to state, federal and local health care plans to ensure that part-time child care staff have access to affordable and accessible health care plan options. Provide coverage to those that are not eligible for other sources. Access essential worker, ARPA funds, and other employee funds to support essential worker status of child care employees within SSF workforce.
-
- 6.10.** Increasing the number of full-time positions in the child care services area to ensure reduced turnover and access to full benefits.
-
- 6.11.** Continue to explore increasing salary classification and placement levels within the city structure for child care staff that are commensurate with educational requirements, training levels and college program completion and link increasing salaries with college degree attainment or completion.
-

6.12. Create and develop structured pipelines to mitigate staffing shortages in child care jobs, including:

- Intern positions and job classifications for high school-age youth.
- Explicit pipelines into city employment for high school and college students.
- Creation of formal apprenticeship and pre-apprenticeship structure in ECE/EDU.
- Encourage partnerships with SSFUSD Career Technical Education (CTE) and Skyline College Apprenticeship Program for pathways to employment that include additional entry level classifications.
- Incentivize pipelines that include college credit, paid internships, Child Development Permit acquisition, and are paired with entry level job opportunities and lead to increasing career options within the city.

6.13. Exploration of implementing 529 College Savings Plans and other incentives.

6.14. Inclusion of Parks and Recreation courses (virtual and in-person) on topics for all interested SSF parents (including employees) and promote as part of employee meetings, emails and informational sessions such as:

- Choosing Child Care in SSF
- New Baby 101
- Parenting 101
- Accessing Family Benefits

6.15. Consider implementing a Student Loan contribution program in which employers can contribute up to \$5,250/year towards student loans.



Section 7: Recommendations: Legislation, Policies and Funding

Items that are HIGHLIGHTED are priorities for 2022–2023.

- 7.1.** Actively follow federal developments related to the American Families Plan and track elements that may be approved. It will be critical to blend funds should they be available. Advocate for the continued inclusion of universal preschool, family leaves, child tax credits and a federal child care policy.
- 7.2.** Ensure that families in SSF are aware of federal and state tax credits available to parents and guardians with children. While some tied to the American Rescue Plan have ended, families can still collect when filing 2021 taxes in 2022 and state and federal child care credits as well as earned income credits are often unclaimed and under-utilized. Conduct outreach in Spring 2022, to ensure that families are aware. Tax credits are an important part of increasing family budgets, especially when paying for child care.
- 7.3.** Support the expansion of designated personnel at the city level and at SSFUSD to ensure that collaborative planning, program expansions, workforce development and facilities needs for incoming funding can be executed thoughtfully and with shared purpose. Consider a shared position between the city and SSFUSD to manage child care issues.
- 7.4.** Consider the ECE/EDU Sector workforce for all workforce development opportunities in SSF. Work with local workforce development boards such as NovaWORKS and also with SAMCEDA, local Chambers of Commerce, EDD, Department of Industrial Relations, local unions representing child care employees, California Teachers Association, community resource agencies and local child care employers, to develop support for addressing workforce shortages with a collaborative approach. Ensure that as funding becomes available for high need sectors, this one is prioritized.
- 7.5.** Utilize available WIOA funds to support the development of model pipelines, apprenticeships and pre-apprenticeships for youth to create “Grow Your Own” Programs, as described in the “Workforce” section of this report, and utilize available California Apprenticeship Initiative grant funds available in partnership with Skyline Community College, SSFUSD and the SMCOE to create a SSF Child Care Apprenticeship program and a Pre-Apprenticeship for SSF youth. Target disproportionately impacted youth and seek matching funds from the American Relief Plan and other workforce stabilization sources including SMCOEs, K-12 SWP, SAEI. Other programs are utilizing ASES expansion ELO-P funds to pay high school interns in after-school programs.
- 7.6.** Stay informed and become involved in the Early Care and Education for All-SSF Campaign to fund universal preschool in SSF.
- 7.7.** As funds from the current and proposed Governor’s budget for child care expansion become available utilize recommendations in the “COVID Impacts”, “Legislation and Funding”, and “Overview from a Child Care Lens”, sections of this report related to supporting child care providers in obtaining renovation and repair funds for child care facilities to support child care centers in expanding to secure additional subsidy slots through renovation, materials purchases and repairs.
- 7.8.** Ensure that currently funded CDE/CSPP, CDSS/CCTR, Headstart, Alternative Payment Programs and other state and federal child care subsidy programs currently being provided in South San Francisco are supported in applying for and securing additional available subsidy slots. Support new applicants should they become eligible. Based on the gap between supply and need for subsidized preschool and school age care, by zip code, 94080, SSF is one of the nine SMC CCPC¹³⁵ Priority 1 (one) zip codes for developing and needing new child care spaces in San Mateo County (highest priority). Zip codes are ranked with #1 being the most critical in terms of child care needs.
- NEW RFP released from CDE Feb. 2022 for CSPP EXPANSION: The California Department of Education (CDE), Early Education Division (EED) has released Management Bulletin (MB) 22-02 which includes CSPP and facilities funding. Coordinate with SMCOE and SSFUSD.

135 <https://www.smcoe.org/about/child-care-partnership-council/>

7.9. Utilize community and county experts in accessing subsidized child care slots from CDE, CDSS and Headstart as expansion funds become available. Most first-round expansions will be available through local LEAs (SMCOE, etc.) through direct or CBO sub-contracts. TK and ASES expansions managed through SSFUSD. While more than \$7–8 million in CDE, Headstart and CDSS child care subsidy funds were contracted in SSF in 19–20, with an additional \$4–5 million in recent COVID relief and local funding, additional work is needed to ensure all funds are expended. Ensure SSF staff participation in and receive announcements from:

7.9a. CDE, Early Childhood Education¹³⁶; SSF contract programs include: California State Preschool Programs – most administered through LEAs (CSPP), Transitional Kindergarten (TK)¹³⁷, Expanded Learning/After-School¹³⁸ – ELOP and ASES

7.9b. CDSS, Child Care and Development¹³⁹; SSF contract programs include: General Child Care (CCTR), Alternative Payment, (CAPP), Child Care Food Program (CCFP), Early Headstart, CalWORKS Child Care

7.10. Track and support recent funding available to LEAs for the support of Community Schools. The elements of community schools include the support of after-school and summer programs, enrichment, parental involvement as well as other health, nutrition and academic supports.

7.11. Implement recommendations in “Needs” section of report related to ensuring that families have access to and understand how to obtain and utilize subsidized care in SSF and better understand how to assess and select child care that suits family needs.

7.12. Develop a local collaborative and coordinated response to the following open, recently closed and not yet awarded funding opportunities including:

- The California Department of Education (CDE) Early Education Teacher Development Grant Program¹⁴⁰ (LEA and school district applicants)
- CDSS – Renovation and Repair Grants¹⁴¹ – up to \$249,000 currently available for child care and FCC applicants for minor repairs and major construction funds to be released Spring 2022
- Good Jobs Challenge¹⁴² – Regional responses to employment and training needs
- California Apprenticeship Grants, CAI¹⁴³
- CCCC – Strong Workforce and K-12 Strong Workforce Community College Workforce Grants¹⁴⁴
- PAYA – Partnership to Advance Youth Apprenticeship¹⁴⁵
- Build Up – Infant Toddler Expansion Grants¹⁴⁶ – December 2021
- California Commission on Teacher Credentialing – Teacher Residency Capacity Grants¹⁴⁷
- CSPP Expansion and Facilities Grants – CDE 22-02
- ELO-P After-School Expansion Grant
- ARPA – San Mateo County Grant – Child Care Allocation for COVID related disruptions, support, expansions, etc.
- Apprenticeship Building America – 2022
- Closing the Skills Gap – Federal – 2022

136 <https://www.cde.ca.gov/sp/cd/re/cddeceplan.asp>

137 <https://www.cde.ca.gov/ci/gs/em/kinderfaq.asp>

138 <https://www.cde.ca.gov/ls/ex/elopininfo.asp>

139 <https://www.cdss.ca.gov/inforesources/cdss-programs/calworks-child-care/child-care-transition>

140 <https://www.cde.ca.gov/fg/fo/profile.asp?id=5771&reclD=5771>

141 <https://www.cdss.ca.gov/inforesources/child-care-and-development/infrastructure-grant-program>

142 <https://eda.gov/arpa/good-jobs-challenge/>

143 <https://caihub.foundationccc.org/Resources>

144 <https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/Workforce-and-Economic-Development/Strong-Workforce-Program>

145 <https://www.newamerica.org/education-policy/partnership-advance-youth-apprenticeship/>

146 <https://sites.google.com/view/busmc-infant-toddler-grant/home>

147 <https://www.ctc.ca.gov/educator-prep/grant-funded-programs/teacher-residency-grant-program>

7.13. Participate and represent SSF in key coordination, advocacy and support efforts in San Mateo County and CA including:

- San Mateo County Office of Education, Child Care Partnership Council (SMC CCPC)¹⁴⁸
- First 5 San Mateo County¹⁴⁹
- Build Up San Mateo County¹⁵⁰
- Early Edge¹⁵¹
- Children NOW; 2021 Pro-Kid Agenda¹⁵²
- SAMCEDA
- CA Employment Training Panel¹⁵³

7.14. Explore the proposal by the Advancement Project to create and utilize a Whole Child Family Wellness Equity Index in SSF to address Educational Equity in a range of services including child care¹⁵⁴

7.15. Maintaining, sharing and promoting a land inventory within SSF of available spaces and locations that may be suitable for child care. Utilize the facility list created in the “**Overview**” section as well as the general guidelines as a basis for development.

7.16. Investigate the New Market Tax Credit Program¹⁵⁵ for community development and investments in distressed communities. Specifically investigating Census Tracts # 06081602200 and 06081602100 as an NMTC and/or Opportunity Zones and redevelopment funds as they were utilized in 2004 to build the site of the Peninsula YMCA, Gateway Child Development Center on Gateway.

7.17. Encourage and incentivize developer build out of child care shells, employer build out of child care for employees, expansion of existing child care programs East of Hwy 101, and inclusion of family child care suitable facilities in housing developments (as described in “**Needs**” section of **CCMP SSF**).

7.18. Investigate the following child care financing options to support expanding facilities to meet projected growth needs and support existing efforts to designate additional funds for child care:

- Sales Tax Add-Ons – which require two-thirds voter approval
- Parcel Taxes – which require two-thirds voter approval, and a simple majority for a citizen initiative such as the current proposed effort in SSF
- Developer Impact Fees – In place in SSF
- Employer-Based Care – privately funded
- Grants and Foundations – charity based
- State Child Care Facilities Revolving Fund – no-interest loans to Providers with contracts with the California Department of Education to provide subsidized child care (moved to CDSS – temporarily halted)
- Community Benefits Programs (CBP) – new development – optional for developers
- Development Agreements – new development – optional for developers

7.19. Implement **CCMP SSF** recommendations in “**COVID Impacts**” and “**Needs**” sections of the **CCMP SSF** as related to stated uses of Child Care Impact Fees, including family child care home grant programs, and facilities collaborations with SSFUSD. Utilize renovation and repair grants to support conversion of small family child care homes based on the Skinner Bill 234 which allows large family child care homes as residential use effective January 2020. Review slot development in conjunction with **CCMP SSF** review.

7.20. Consider adding teacher housing and child care housing provisions to new development. Increase low to low-moderate housing limits to ensure sector workforce can remain in SSF near employment sites.

148 <https://www.smcoe.org/about/child-care-partnership-council/>

149 <https://first5sanmateo.org>

150 <https://buildupsmc.com>

151 <https://earlyedgecalifornia.org>

152 <https://www.childrennow.org/portfolio-posts/the-2021-pro-kid-policy-agenda/>

153 <https://etp.ca.gov>

154 <https://www.advancementprojectca.org>

155 <https://www.cdfifund.gov/programs-training/programs/new-markets-tax-credit>

- 7.21.** Support and advocate for additional funding, changes in the funding formula and strategies to fund growing child care demands and under-funded mandates at SSFUSD. Explore seeking funding for additional staff positions to meet multiple planning needs in 2022–2023 in the areas of facilities coordination and growth, TK implementation and after-school expansion. Explore creative responses to Basic Aid and community-funded district limitations.
- 7.22.** Develop partnerships with higher education and the San Mateo County Office of Education to implement workforce pathways utilizing Strong Workforce funds. SWP and K-12 SWP can be utilized to develop workforce for target populations. Braid workforce development funds with SWP to create model job training and employment pipelines. Utilized Centers of Excellence Data¹⁵⁶ on the ECE/EDU sector to support grant proposals and funding requests.
- 7.23.** Consider utilizing one-time, San Mateo County ARPA Funds (to be released 2/22) on efforts to support and retain staff, kick-starting the collaborative activities between SSFUSD and SSF P&R, funding the planning for the implementation of items within the *CCMP SSF*, supporting collaborative and community efforts to plan for TK in SSF and planning for after-school expansion, facilities needs and shared programming possibilities to serve a goal of 50% of enrolled elementary school students through the 5th grade.
- 7.24.** Track SB 1289 and SB 1289 as related to license exemptions for recreation programs, summer programs and private recreation activities as they could impact after-school and summer programming and locations.



156 <https://sites.google.com/baccc.net/coe/home>

Section 9: Creating a Living Plan – Recommendation for Evaluating the SSF Child Care Master Plan

Items that are HIGHLIGHTED are priorities.

9.25. Create a Joint Advisory Committee to the *CCMP SSF* (JACCCMP) consisting of representation from City Council, P&R Commission, SSFUSD Board, private providers and community resource groups, city staff and parents. The JACCCMP:

- 9.1a.** Meets monthly to advise on *CCMP SSF* implementation and review, revise and update recommendations.
- 9.1b.** Administers parent/guardian survey every 2–3 years to assess ongoing needs, changes in priorities and shifts in opinions and publish survey results.
- 9.1c.** Administers child care provider survey annually, to assess needs, changes, priorities, and workforce stability.
- 9.1d.** Reviews survey findings, departmental recommendations and advise on actions related to child care.
- 9.1e.** Review *SHAPE SSF* elements when released in 2022 and ensure fidelity between *CCMP SSF* findings, and updated goals related to child care and implementation strategies.
- 9.1f.** Consider topical recommendations designated for the JACCCMP throughout the *CCMP SSF* such as: TK expansion in SSF, workforce stability, wage impacts, pipelines, COVID impacts on child care, gaps in services and neighborhoods, long term growth and child care impacts east of Hwy 101, facilities inventory, etc.

9.2. Identify lead webmaster and implement web-related recommendations throughout *CCMP SSF*, including adding child care specific landing pages, adding child care language and resources across city informational sites, making additions to specific city web pages, integrating and cross-linking city sites and developing a regular updating schedule.

9.3. Designate key city staff from the Parks & Recreation, Planning, Economic Development, Human Resources Departments, as identified leads in *CCMP SSF* implementation and point of contact within their departments to coordinate responses to child care planning needs, updates and findings.

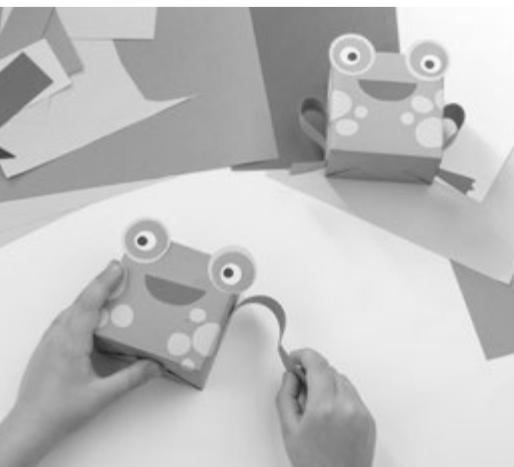
9.4. Create a staffing model that allows for the development of a “point person” in child care within the city structure that coordinates and supports the work of the Joint Advisory Committee of the Child Care Master Plan (JACCCMP), provides recommendations based on the updated *CCMP SSF* findings to SSF administration and leadership, and interfaces with:

- South San Francisco Unified School District
- San Mateo County Child Care Partnership Council (SMC CCPC)
- SSF Departments impacting child care development
- Funding and contracting opportunities with CDE, CDSS, WIB, federal, state and local sources, etc.
- Federal, state and local private child care funding and policy organizations



SECTION 9

Creating a Living Plan



Guiding Future Action

The **Child Care Master Plan for South San Francisco (CCMP SSF)** is meant to assist city administrators, elected officials, the child care community and community partners in assessing current and projected child care needs and implementing policies and actions that will ensure that those that live or work in South San Francisco have access to quality, affordable, accessible and available child care services for a range of purposes and needs. It serves as a 10-year plan (2020-2030), with supply and demand data and targeted recommendations extending out through 2030. It should be viewed as a living plan; one that is re-visited annually, and updated as conditions change.

While the plan describes current child care conditions and was released in 2022, the environment in 2022 was quite volatile, due to the ongoing COVID pandemic and the significant resulting disruptions to child care, work expectations, employment, TK-12 school operations and parental needs.

An annual re-visit is critical, at least through 2025 or until the pandemic impacts on child care and life for families with young children begins to stabilize. It is suggested that the recommendations at the end of each section be reviewed annually and either implemented, eliminated, carried over or noted as accomplished.

It will be critical to decide which entity holds the work of re-visiting the **SSF CCMP** as recommendations are specific to a range of city departments and external partners, and how responses will be communicated.

Communicating decisions related to child care and resulting from the **SSF CCMP** will need to be communicated to families residing and working in SSF (as well as those attending SSFUSD schools). Parents and guardians should be part of the process of providing input, evaluating and supporting the actions contained within the plan. Families should be supported to be engaged advocates for child care in their community.



Section 9: Creating a Living Plan – Recommendation for Evaluating the SSF Child Care Master Plan

Items that are HIGHLIGHTED are priorities.

9.1. Create a Joint Advisory Committee to the *CCMP SSF* (JACCCMP) consisting of representation from City Council, P&R Commission, SSFUSD Board, private providers and community resource groups, city staff and parents. The JACCCMP:

- 9.1a.** Meets monthly to advise on *CCMP SSF* implementation and review, revise and update recommendations.
- 9.1b.** Administers parent/guardian survey every 2–3 years to assess ongoing needs, changes in priorities and shifts in opinions and publish survey results.
- 9.1c.** Administers child care provider survey annually, to assess needs, changes, priorities, and workforce stability.
- 9.1d.** Reviews survey findings, departmental recommendations and advise on actions related to child care.
- 9.1e.** Review *SHAPE SSF* elements when released in 2022 and ensure fidelity between *CCMP SSF* findings, and updated goals related to child care and implementation strategies.
- 9.1f.** Consider topical recommendations designated for the JACCCMP throughout the *CCMP SSF* such as: TK expansion in SSF, workforce stability, wage impacts, pipelines, COVID impacts on child care, gaps in services and neighborhoods, long term growth and child care impacts east of Hwy 101, facilities inventory, etc.

9.2. Identify lead webmaster and implement web-related recommendations throughout *CCMP SSF*, including adding child care specific landing pages, adding child care language and resources across city informational sites, making additions to specific city web pages, integrating and cross-linking city sites and developing a regular updating schedule.

9.3. Designate key city staff from the Parks & Recreation, Planning, Economic Development, Human Resources Departments, as identified leads in *CCMP SSF* implementation and point of contact within their departments to coordinate responses to child care planning needs, updates and findings.

9.4. Create a staffing model that allows for the development of a “point person” in child care within the city structure that coordinates and supports the work of the Joint Advisory Committee of the Child Care Master Plan (JACCCMP), provides recommendations based on the updated *CCMP SSF* findings to SSF administration and leadership, and interfaces with:

- South San Francisco Unified School District
- San Mateo County Child Care Partnership Council (SMC CCPC)
- SSF Departments impacting child care development
- Funding and contracting opportunities with CDE, CDSS, WIB, federal, state and local sources, etc.
- Federal, state and local private child care funding and policy organizations



SECTION 10

Resources



COVID Pandemic Resources for the Child Care Community

SB 114 – Covid sick leave extension legislation, 2022 –

https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=202120220SB114

<https://www.smcgov.org/press-release/county-moves-expand-covid-19-vaccinations-eligible-essential-workers>

<https://buildupsmc.com/covid-19/covid-19-guidance-for-operating/>

<https://sanmateo4cs.org/covid-19-vaccination-information/>

<https://www.smcoe.org/for-communities/covid-19-resources/>

<https://earlyedgecalifornia.org/wp-content/uploads/2020/04/COVID-19-Guidance-regarding-Emergency-Childcare-Services-1.pdf>

<https://www.childcareaware.org/coronavirus-hub/coronavirus-landing-page/state-policies-and-ratio-changes-during-covid-19/>

<https://www.smcoe.org/for-communities/covid-19-resources/covid-19-school-plans-and-data.html>

<https://first5sanmateo.org/covid-19-information-resources/>

<https://www.smchealth.org/pedsvaccine>

<https://www.smchealth.org/vaccines>

<https://www.cdss.ca.gov/inforesources/cdss-programs/community-care-licensing/child-care-licensing/covid-19-child-care-resources>

<https://covid19.ca.gov>

<https://www.sba.gov/funding-programs/loans/covid-19-relief-options/eidl>

<https://toolkit.covid19.ca.gov>

<https://www.cdph.ca.gov/Programs/CID/DCDC/Pages/Guidance.aspx>

<https://www.smcgov.org/press-release/county-moves-expand-covid-19-vaccinations-eligible-essential-workers>

<https://www.sba.gov/funding-programs/loans/covid-19-relief-options/paycheck-protection-program>

SSF Resources

SHAPE SSF – <https://shapessf.com>

City of SSF – <https://www.ssf.net>

South San Francisco – Establishing a Child Care Facility; Land Use and Zoning – <https://buildupsmc.com/projects-page/land-use-study/>

San Mateo County Needs Assessment SMC CCPC/South San Francisco – https://www.smcoe.org/assets/files/About_FIL/Child%20Care%20Partnership%20Council_FIL/Needs%20Assessment_FIL/CCPC_Needs_Assessment_South_San_Francisco_11-17.pdf

SSF Unemployment Data – https://ycharts.com/indicators/south_san_francisco_ca_unemployment_rate

SSF Racial and Social Equity Plan 2021 – <https://www.ssf.net/home/showpublisheddocument/24373/63765331910300000>

“SSF Parent/Family Survey” 2021 – <https://www.ssf.net/home/showdocument?id=26458&t=637878735536903597>

“SSF Child Care Provider Survey” – <https://www.ssf.net/home/showdocument?id=26460&t=637878736167532836>

Early Care and Education for All-SSF-Parcel Tax – <https://ece4allssf.org/our-plan/>

San Mateo County Data, Resources and Press

SSF Human Resources – <https://www.ssf.net/departments/human-resources/job-resources/benefits>

San Mateo County Child Care Partnership Council (SMC CCPC) – <https://www.smcoe.org/about/child-care-partnership-council/>

California Department of Social Services, Community Care Licensing, Child Care Licensing Division – San Bruno Office – <https://cdss.ca.gov/inforesources/child-care-licensing>

Solving San Mateo Counties Child Care Problems – https://www.smdailyjournal.com/opinion/guest_perspectives/solving-the-county-s-child-care-and-preschool-shortage/article_54a1bba8-04b0-11ea-be49-07bf22da5f05.html

San Mateo County – San Mateo Child Care Portfolio – R&R Network 2019 – <https://rrnetwork.org/assets/general-files/San-Mateo.pdf>

High Cost of Living in the Bay Area – United Way – <https://www.uwba.org/homepage/our-impact/the-real-cost-measure-2021>

San Mateo All Together – <https://www.smcalltogetherbetter.org/demographicdata?id=7691>

Child Care Subsidy Pilot – San Mateo Count, 2016-2017 – https://www.smcoe.org/assets/files/About_FIL/Child%20Care%20Partnership%20Council_FIL/Child%20Care%20Subsidy%20Program_FIL/AB1326_FY1617_Annual_Report_FINAL.pdf

Child Care in San Mateo County Still Recovering – https://www.smdailyjournal.com/news/local/san-mateo-county-child-care-industry-recovering/article_2581e272-87fc-11ec-bf0a-cb077d885b83.html?utm_source=smdailyjournal.com&utm_campaign=%2Fnewsletters%2Fheadlines%2F%3F-dc%3D1644246018&utm_medium=email&utm_content=headline

Data on Subsidized Preschool, 2021 – SMC CCPC – <https://www.smcoe.org/about/child-care-partnership-council/child-care-subsidy-program.html>

Brion Early Learning Facilities Study for San Mateo County – <https://first5sanmateo.org/wp-content/uploads/2017/06/Brion-Executive-Summary-Early-Learning-Facilities-Study-2016.pdf>

Talent Forward/US Chamber – San Mateo County – <https://www.forwardontalent.org/stories/buildup-smc/>

Economic Impacts of Child Care in San Mateo County – http://www.buildingchildcare.net/uploads/pdfs/ca-county-eirs/SMC.economic_impact_2010.pdf

Build Up San Mateo County – <https://buildupsmc.com>

San Mateo County – All Together Better – <https://www.smcalltogetherbetter.org>

EDD Data – Labor Market/ San Mateo County – <https://www.labormarketinfo.edd.ca.gov/geography/sanmateo-county.html>

Skyline College Program Review Data <https://www.skylinecollege.edu/programreview/cpr/assets/2019-2020/EDUCD-CPR-2019-20.pdf>

San Mateo County Teacher Salaries – <https://www.smdailyjournal.com/>

Community Equity Collaborative – <https://www.communityequitycollaborative.org/>

Other City/County Data, Resources and Press

Low Income Investment Fund – Child Care Facilities Fund – <https://www.liifund.org/products/grants/grants-for-child-care/ccff/>

SF Bay Region – Teacher Prep Program Educator Sector Occupations Data – <http://teacherprepprogram.org/wp-content/uploads/2020/01/COE-report-TeacherOccupations-BayRegion-web-August2019.pdf>

COVID Pandemic Teacher Shortages – Bay Area – <https://abc7news.com/teacher-shortage-bay-area-school-districts-covid-19-impact-on-education-not-enough-teachers-in-schools/10915397/>

Bay Area School Districts – COVID Impacts – Teacher Shortage – <https://abc7news.com/teacher-shortage-bay-area-school-districts-covid-19-impact-on-education-not-enough-teachers-in-schools/10915397/>

Bay Area – Child Care on the Brink – COVID 19 – <https://csce.berkeley.edu/california-child-care-at-the-brink-covid-19/>

City of Redwood City Child Care Information and Resource Site – <https://www.redwoodcity.org/residents/child-care>

City of San Mateo Child Care Development Fee – <https://www.cityofsanmateo.org/4162/Mitigation-Fee-Act-Reports>

City of Palo Alto Child Care Resource Data – <https://www.cityofpaloalto.org/Departments/Community-Services/Human-Services/Child-Care-Resource>

City of Milpitas Child Care Master Plan – https://www.ci.milpitas.ca.gov/_pdfs/child_care_master_plan.pdf

City of San Francisco Office of ECE – <https://sfoece.org>

City of San Mateo Child Care Start-up Guide <https://www.cityofsanmateo.org/DocumentCenter/View/150/Child-Care-Start-Up-Guide?bidId=>

San Francisco OECE Needs Assessment – <https://sfoece.org/wp-content/uploads/2018/08/Needs-Assessment-2017-FINAL.pdf>

SF Bay Area College Going Rate – <https://www.ppic.org/data-set/maps-of-college-enrollment-rates-in-californias-counties/>

Kai Ming STEP Program – <https://www.kaiming.org/projects/1>

30 million to be distributed to early childhood educators in SF – <https://ecesf.org/30-million-for-cares-2-0-stipends/>

Centers of Excellence Data for Labor Market Research – <https://sites.google.com/baccnet/coe/home>

NOVAWORKS – <https://novaworks.org/about/novaworks/overview>

California Data, Resources and Press

California Department of Education – <https://www.cde.ca.gov>

State of CA - Governor's Budget – 2022-2023 – <https://www.ebudget.ca.gov/FullBudgetSummary.pdf>

California Department of Social Services – Child Care – <https://cdss.ca.gov/inforesources/child-care-and-development>

Making Ends Meet – 2017 – <https://calbudgetcenter.org/resources/making-ends-meet-much-cost-support-family-california/>

Types of Subsidized Child Care – https://laborcenter.berkeley.edu/wp-content/uploads/2019/05/ECE_Table1-01.png

Investing in Early Care and Education – <https://laborcenter.berkeley.edu/investing-early-care-education-economic-benefits-california/>

ECEPTS Fact Sheet – <https://ecepts.org/wp-content/uploads/2021/02/Fact-Sheet-CA.pdf>

EdSource – Local Control Funding Data – https://edsources.org/local-control-funding-formula-database/basic_aid.html

How Important is Preschool in California – <https://www.ppic.org/blog/seven-in-ten-californians-support-state-funded-preschool/>

Local Child Care Waitlists Long – <https://krctv.com/news/local/local-childcare-waitlists-longer-than-a-year-daycares-in-need-of-qualified-teachers>

California's Expanded Learning Workforce – <https://static1.squarespace.com/static/59f76b95268b96985343bb62/t/603ff28232f79c463ded419e/1614803593798/Expanded+Learning+Workforce+Fact+Sheet+-+02-24-21.pdf>

CCIP Expansion Grant – <https://rrnetwork.org/publications/ccip-expansion-2020>

Benefits of Universal Preschool (TK) - Benefits of UPK – https://www.newamerica.org/the-thread/the-universal-benefits-of-universal-pre-k/?utm_medium=email&utm_campaign=Early%20%20Elementary%20Ed%20Update%20616&utm_content=Early%20%20Elementary%20Ed%20Update%20616+CID_8065c9a59dd581a7874311342e629395&utm_source=Campaign%20Monitor%20Newsletters&utm_term=The%20Universal%20Benefits%20of%20Universal%20Pre-K

Seven in Ten Californians Support State-funded Preschool – <https://www.ppic.org/blog/seven-in-ten-californians-support-state-funded-preschool/>

Developing Pathways for Expanded Learning Professionals into Teaching – CAN – <https://www.afterschoolnetwork.org/paving-way-pathways-exl-educators-teaching>

Child Care and Transit – <http://s3.amazonaws.com/mildredwarner.org/attachments/000/000/392/original/51f727e204cba4cee9db9c5a38c1b8d8>

CSCEE – Size of California's Early Learning Workforce – <https://cscee.berkeley.edu/estimated-size-of-the-california-ece-workforce/>

CA Expanded Learning – https://www.afterschoolnetwork.org/sites/main/files/file-attachments/can_sots_expanded_learning_2018-2019-a11y.pdf?1582667975

Guide to California's Early Learning Workforce – <https://edsources.org/2020/quick-guide-the-california-teacher-workforce/636231>

Early Educators Equipped to Teach TK in CA – <https://cscee.berkeley.edu/early-educators-equipped-to-teach-tk/>

CA R&R Network – CA Assets – <https://rrnetwork.org/assets/general-files/California.pdf>

CDE – Commission of Teacher Credentialing Agenda – https://www.ctc.ca.gov/docs/default-source/commission/agendas/2021-09/2021-09-2a.pdf?sfvrsn=14b325b1_2

Paving the Way – Pathways to Teaching – <https://www.afterschoolnetwork.org/paving-way-pathways-exl-educators-teaching>

CA R&R Network- Becoming Licensed – <https://rrnetwork.org/provider-services/become-a-licensed-provider>

EDD – Disability Benefits Eligibility – https://edd.ca.gov/disability/Am_I_Eligible_for_PFL_Benefits.htm

DIR – Lactation Accommodation – https://www.dir.ca.gov/dlse/Lactation_Accommodation.htm

Teacher Shortages During the Pandemic – How Districts are Responding – <https://learningpolicyinstitute.org/product/california-teacher-shortages-response-report>

Study Examines California’s Landmark Paid Family Leave Program Over 20 years – <https://www.bayareacouncil.org/press-releases/new-study-examines-californias-landmark-paid-family-leave-program-over-20-years/>

CDE Preschool through Grade 3 – Alignment – <https://www.cde.ca.gov/ci/gs/p3/>

Child Care Law Center – Child Care in the State Budget – https://childcarelaw.salsalabs.org/takeaction_copy1_copy1_copy2_copy1_copy1_copy2_copy1_copy1_copy1_copy1?wvId=d530c8e2-3453-11e8-aff-1225a4090e86

Demographics of the California ECE Workforce – <https://cscce.berkeley.edu/demographics-of-the-california-ece-workforce/>

Workforce Development Boards and Child Care – <https://strategies.workforcegps.org/resources/2019/12/27/18/41/Local-Workforce-Development-Boards-and-Child-Care>

Developing Pathways for Expanded Learning Professionals into Teaching – CAN – <https://www.afterschoolnetwork.org/paving-way-pathways-exl-educators-teaching>

CA Teacher Capacity Grants – <https://www.ctc.ca.gov/educator-prep/grant-funded-programs/teacher-residency-grant-program>

The State of Expanded Learning in California – https://www.afterschoolnetwork.org/sites/main/files/file-attachments/can_sots_expanded_learning_2018-2019-a11y.pdf?1582667975

Boosting California’s Recovery Through Equitable Apprenticeships – <https://www.irvine.org/insights/boosting-californias-recovery-through-equitable-apprenticeship/>

UTK Compendium – <https://www.cde.ca.gov/ci/gs/p3/documents/upkteachercompendium.pdf>

CA Health and Human Services Agency, Master Plan for Early Learning and Care – <https://www.chhs.ca.gov/home/master-plan-for-early-learning-and-care>

Seven in Ten Californians Support Preschool – <https://www.ppic.org/blog/seven-in-ten-californians-support-state-funded-preschool/>

Planning for Child Care in California; Anderson, Kristen – <https://solano.com/products/planning-for-childcare-in-california>

Early Edge – <https://earlyedgecalifornia.org>

The 2021 Pro-Kid Agenda – <https://www.childrennow.org/portfolio-posts/the-2021-pro-kid-policy-agenda/>

Join The Children’s Movement™ – <https://www.childrennow.org/>

CDSS; Child Care and Development – <https://www.cdss.ca.gov/inforesources/cdss-programs/calworks-child-care/child-care-transition>

CDE – Universal Transitional Kindergarten (UTK) FAQ – <https://www.cde.ca.gov/ci/gs/em/kinderfaq.asp>

Good Jobs Challenge – <https://eda.gov/arpa/good-jobs-challenge/>

California Apprenticeship Initiative – <https://foundationccc.org/What-We-Do/Workforce-Development/Workforce-Services/California-Apprenticeship-Initiative>

CDSS Child Care Infrastructure Grant Program – <https://www.cdss.ca.gov/inforesources/child-care-and-development/infrastructure-grant-program>

Governor’s Master Plan for Early Learning; California for all Kids – <https://www.gov.ca.gov/2020/12/01/governor-newsom-releases-the-master-plan-for-early-learning-and-care-california-for-all-kids/>

CDE Early Childhood Education – <https://www.cde.ca.gov/sp/cd/re/cddeceplan.asp>

Early Educator Teacher Development Grant Program – <https://www.cde.ca.gov/fg/fo/profile.asp?id=5771&recID=5771>

Strong Workforce Funds – CA Community Colleges – <https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/Workforce-and-Economic-Development/Strong-Workforce-Program>

Employment Training Panel – CA – <https://etp.ca.gov>

California Scorecard – Children Now – CA First 5 – https://first5sanmateo.org/wp-content/uploads/2021/06/Ted-Lempert_Children-Now_2021-Budget-Presentation.pdf

The California Children’s Report Card – <https://www.childrennow.org/portfolio-posts/20-report-card/>

County Scorecard of Children’s Well-Being – <https://www.childrennow.org/portfolio-posts/2021-california-county-scorecard-of-childrens-well-being/>

Advancement Project – Educational Equity /Child Care – <https://www.advancementprojectca.org>

Community Schools – CDE – <https://learningpolicyinstitute.org/product/ca-community-schools-partnership-brief>

CCCC Academic Senate – https://asccc.org/sites/default/files/Resolutions%20Spring%202021%20For%20Review%20Period--To%20Send%20%20Out_0.pdf

Federal Data, Resources and Press

Three Reasons Why Everyone is Quitting Their Jobs – <https://www.businessinsider.com/3-reasons-everyones-quitting-great-resignation-biden-labor-secretary-2022-1>

US Chamber of Commerce Foundation, COVID IMPACT on Child Care Report, 2020 – <https://www.uschamberfoundation.org/reports/covid-19-impact-childcare>

Why is Child Care so Expensive – <https://www.theatlantic.com/ideas/archive/2019/11/why-child-care-so-expensive/602599/>

Burned Out – Why Women Won’t Return to the Job Market – <https://www.usnews.com/news/business/articles/2021-11-04/burned-out-why-wont-more-women-return-to-the-job-market>

US Chamber Foundation – COVID Pandemic Child Care Impacts Report; 2020 – <https://www.uschamberfoundation.org/reports/covid-19-impact-childcare>

COVID 19: Essential Workers in the States – <https://www.ncsl.org/research/labor-and-employment/covid-19-essential-workers-in-the-states.aspx>

I am not the only mom unable to return to work because of child care – <https://www.seattletimes.com/opinion/im-not-the-only-mom-unable-to-return-to-work-because-of-child-care/>

Parents are Keeping their Kids out of Daycare to Save Money, but is it working? – <https://www.parents.com/>

[toddlers-preschoolers/childcare/daycare/parents-keeping-kids-out-of-daycare-to-save-money/](https://www.parents.com/toddlers-preschoolers/childcare/daycare/parents-keeping-kids-out-of-daycare-to-save-money/)

Delta May Worsen the Child Care Shortage; The Atlantic – <https://www.theatlantic.com/family/archive/2021/08/delta-child-care-shortage-unvaccinated-kids/619919/>

Child Care: The Federal Role During World War II – <https://www.everycrsreport.com/reports/RS20615.html>

Child Care Came at a Steep Cost During COVID – <https://www.cnbc.com/2021/08/13/for-working-parents-child-care-came-at-a-steep-cost-during-covid.html>

Build Back Better Act: November 2021 – https://www.newamerica.org/education-policy/edcentral/build-back-better-whats-in-it-for-education/?utm_medium=email&utm_campaign=EdCentral%20633&utm_content=EdCentral%20633+CID_c092f30c6e3e48a1c3be856e5a928&utm_source=Campaign%20Monitor%20Newsletters&utm_term=Build%20Back%20Better%20Act%20BBB

Build Back Better a Game Changer – <https://www.usnews.com/news/education-news/articles/2021-11-19/build-back-better-act-a-game-changer-for-early-childhood-education>

Employment Projections: 2020-2030 Summary – Bureau of Labor Statistics – <https://www.bls.gov/emp/tables/employment-by-major-industry-sector.htm>

The Power of Family Friendly and Inclusive Cities – <https://www.forbes.com/sites/carmenniethammer/2021/02/27/managing-childcare-the-power-of-family-friendly-and-inclusive-cities/?sh=3dbd5a6018e7>

Teachers are not Okay, Even Though We Need Them to Be – <https://www.edweek.org/teaching-learning/teachers-are-not-ok-even-though-we-need-them-to-be/2021/09>

Characteristics of Home-Based Early Care and Education Providers: Initial Findings from the National Survey of Early Care and Education – https://www.acf.hhs.gov/sites/default/files/documents/opre/characteristics_of_home_based_early_care_and_education_toopre_032416.pdf

Demographics of FFN Care in the US – <https://www.nccp.org/publication/demographics-of-family-friend-and-neighbor-child-care-in-the-united-states/>

Funding Universal Child Care – <https://newrepublic.com/article/163991/funding-universal-prek-childcare>

US Base Year Employment Data – <https://www.bls.gov/news.release/ecopro.nr0.htm>

White House - The Economics of Early Childhood

Investments; 2015 – https://obamawhitehouse.archives.gov/sites/default/files/docs/early_childhood_report_update_final_non-embargo.pdf

White House – Federal Build Back Better Plan – <https://www.whitehouse.gov/build-back-better/>

Labor and Employment – US Essential Workers – <https://www.ncsl.org/research/labor-and-employment/covid-19-essential-workers-in-the-states.aspx>

COVID Triggered Parental Stress – <https://people.com/human-interest/covid-wave-triggering-parent-stress/>

America’s Approach to Early Childhood Education is Unsustainable – <https://www.latimes.com/opinion/story/2022-02-12/early-education-childcare-workers-wages-too-low>

Child Care Workers are Vanishing and it is Hurting the Entire Economy – <https://www.cnn.com/2022/01/28/economy/child-care-labor-force-declines/index.html>

Child Care Economics Weigh on Recovery – <https://www.axios.com/child-care-economics-recovery-e96df4ec-e78b-4b47-9fbe-40a13297e5cb.html>

Day Care Centers Struggle to Rehire – <https://www.cnn.com/2021/07/29/day-care-centers-struggle-to-rehire-worry-many-have-left-the-industry.html>

Funding Universal Pre-K and Not Child Care Would be a Disaster – <https://newrepublic.com/article/163991/funding-universal-prek-childcare>

The High Price of Parenting – <https://www.fastcompany.com/90686678/the-high-price-of-parenting>

Pandemic Worker Shortage Hits Day care and Parents are Struggling – <https://news.yahoo.com/day-care-centers-t-enough-223900781.html>

Biden’s Build Back Better on Ice – <https://www.cnn.com/2021/12/20/politics/joe-biden-build-back-better-setback-explained/index.html>

Paid Family Leave and Medical Leave – Family Values – <https://familyvaluesatwork.salsalabs.org/tweetatcongress/index.html?eType=EmailBlastContent&eId=0e5e0c14-165e-4c06-b75c-5f9a7535528f>

Families Spending Big Money on Child Care – <https://www.americanprogress.org/article/working-families-spending-big-money-child-care/>

What if Child Care Was Free? – <https://www.vox.com/the-goods/22360152/child-care-free-public-funding>

Employment Projections: 2020-2030 Summary – <https://www.bls.gov/emp/tables/employment-by-major-industry-sector.htm>

Funding the Next Generation – <https://www.fundingthenextgeneration.org>

Early Care and Education is in Crisis – Biden can Intervene – <https://csccce.berkeley.edu/ece-is-in-crisis-biden-can-intervene/>

Local Workforce Development Boards and Child Care – <https://strategies.workforcegps.org/resources/2019/12/27/18/41/Local-Workforce-Development-Boards-and-Child-Care>

Good Jobs Challenge – <https://eda.gov/arpa/good-jobs-challenge/>

Home-based Child Care Emergency Fund Tool Kit – <https://www.reinvestment.com/wp-content/uploads/2020/03/Home-Based-Child-Care-Emergency-Fund-A-Toolkit-for-Funders.pdf>

WIOA Funds – <https://workforce.urban.org/strategy/workforce-innovation-and-opportunity-act>

Headstart – <https://www.acf.hhs.gov/ohs/about/history-head-start>

Federal Apprenticeship – Building America – <https://www.grants.gov/web/grants/view-opportunity.html?oppld=336694>

PAYA – Partnership to Advance Youth Apprenticeship – <https://www.newamerica.org/education-policy/press-releases/paya-grantee-announcement/>

NDLC – <https://community-wealth.org/content/national-economic-development-and-law-center>

US New Market Tax Credit Program – <https://www.cdfifund.gov/programs-training/programs/new-markets-tax-credit>



THE 2022 CHILD CARE MASTER PLAN FOR SOUTH SAN FRANCISCO

The Child Care Master Plan for South San Francisco represents the commitment of city officials, administrators, and staff to provide a comprehensive vision for child care services with actionable recommendations and an integrated city perspective.

Many thanks to the **CCMP SSF** advisory team of Sharon Ranals, Greg Mediati, Laura Armanino, Angela Duldulao, Kimberly Morrison, and Kelli Jo Cullinan for their advice, support, and guidance during the nine month process. Their regular meetings and ongoing availability were essential to this process. The SSF Parks & Recreation Department exemplifies a group of employees who practice the public mission of caring, responsive, and compassionate service delivery. It has been a pleasure to work with this team. A warm thank you also to SSF P&R Commissioner, Kristy Camacho, for reviewing expertise!

Thank you also to the many experts in the field of early care and education in San Mateo County. This master plan was built on the

excellent foundation created by the San Mateo County Office of Education, the Child Care Partnership Council, Build Up San Mateo County, Child Care Coordinating Council of San Mateo County, the child care and planning leadership of the cities of Redwood City and San Mateo, and the supportive philanthropic community in the county.

Also, in recognition of the past and present local leaders who have shaped child care policies and gone on to impact state and federal landscapes, a heartfelt thank you.

And finally, to the parents, guardians, and child care providers that together, with the City of South San Francisco and the South San Francisco Unified School District, make up the child care landscape, thank you for your thoughtful input and support during this process. It has been a privilege to share your needs, concerns, and strengths.

Kathleen White, CCMP SSF



Please visit the City of South San Francisco Child Care Master Plan page at:

ssf.net/childcareplan



Please visit the interactive map of SSF Child Care Facilities at:

ssf.net/childplan



For questions about the development or implementation of the Child Care Master Plan for South San Francisco, contact us at childcareplan@ssf.net or (650) 829-3800.