

1 [Administrative, Campaign and Governmental Conduct Codes - Early Childhood Department
and Advisory Committee]

2
3 **Ordinance amending the Administrative and Campaign and Governmental Conduct**
4 **Codes to establish a Department of Early Childhood as successor to the Office of Early**
5 **Care and Education and First Five San Francisco; establish an Early Childhood**
6 **Community Oversight and Advisory Committee as successor to the Office of Early**
7 **Care and Education Citizens’ Advisory Committee; and update the responsibilities of**
8 **the Children and Families First Commission.**

9 NOTE: **Unchanged Code text and uncodified text** are in plain Arial font.
10 **Additions to Codes** are in *single-underline italics Times New Roman font*.
11 **Deletions to Codes** are in *strikethrough italics Times New Roman font*.
12 **Board amendment additions** are in double-underlined Arial font.
13 **Board amendment deletions** are in ~~strikethrough Arial font~~.
14 **Asterisks (* * * *)** indicate the omission of unchanged Code
15 subsections or parts of tables.

16 Be it ordained by the People of the City and County of San Francisco:

17 Section 1. The Administrative Code is hereby amended by revising Article XXIII of
18 Chapter 2A, and Section 2A.310, to read as follows:

19 **ARTICLE XXIII:**

20 **DEPARTMENT OF EARLY CHILDHOOD~~OFFICE OF EARLY CARE AND EDUCATION~~**

21 **SEC. 2A.310. DEPARTMENT OF EARLY CHILDHOOD~~OFFICE OF EARLY CARE~~**
22 **AND EDUCATION.**

23 (a) ~~Office of Early Care and Education~~Department of Early Childhood; Director. There is
24 hereby established a Department of Early Childhood (the “Department”). The Mayor shall appoint
25 a Director who shall serve as the Department head ~~for the Office of Early Care and Education~~
~~(“OECE”)~~ and appointing officer for the Department~~OECE~~. The Mayor may consider, but is not

1 required to accept, recommendations from the Children and Families First Commission (the “First
2 Five Commission”) and the Early Childhood Community Oversight and Advisory Committee (“EC
3 COAC”) for the position of Director. The Director shall serve at the pleasure of the Mayor. The
4 Department~~OECE~~ shall include such officers and employees as are authorized pursuant to the
5 budgetary and fiscal provisions of the Charter.

6 (b) Duties and Functions.

7 (1) The Department~~OECE~~ shall be responsible for aligning and coordinating the
8 City’s efforts to provide early care and education for children ages zero to five in San Francisco
9 and for promoting and supporting the development of early child supports and comprehensive
10 programs, policies, and strategies to enhance services for children ages zero to five in San Francisco,
11 including programs and funding streams from the Department of Children, Youth, and Their
12 Families, the ~~Children and Families Commission~~(First Five Commission), and the Human
13 Services Agency to serve young children and their families.

14 (2) The Department shall improve and deliver access for children ages zero to five and
15 their families to fulfill a unified vision and to meet goals, including, by way of example but not
16 limitation:

17 (A) ~~The OECE shall work to improve access for all of San Francisco’s young~~
18 ~~children to~~ Establishing a universal system for high-quality early care and education,
19 strengtheninging the early care and education workforce, and buildinging early care and education
20 system capacity.

21 _____ (B) Establishing systems that serve children ages zero to five through programs
22 and services that help their families in providing support for them, creating stability and evidence-
23 based models for family success.

24 _____ (C) Developing new policy partnerships that extend the reach, access, and
25 impact of early childhood care and education programs and services to a broader and more diverse

1 sector of families, with a particular focus on improving racial equity and outreach to Black,
2 Indigenous, and People of Color (BIPOC) children and their families.

3 (D) Ensuring that access to services and the implementation of policies achieves
4 measurable success in the outcomes for all families.

5 (E) Complementing ongoing and future efforts on a statewide level that expand
6 universal early care and education programs for children ages zero to five including community-based
7 programs, preschool, and transitional kindergarten programs and supporting children for kindergarten
8 readiness.

9 (F) Developing processes for ensuring broad community and stakeholder
10 engagement in the planning, implementation, and evaluation of services related to early childhood care
11 and education.

12 (G) Considering and responding to the input, needs, and concerns of parents
13 and caregivers of children ages zero to five by establishing easy-to-use, culturally-appropriate forums
14 and tools for these stakeholders to influence policies and practices that are accessible in the languages
15 of the stakeholders; and building connections with existing accessible organizations or forums.

16 (3) The ~~Department OECE~~ shall develop and maintain a strategic plan and
17 proposal ("Department Strategic Plan"), to be submitted to the Board of Supervisors no later
18 than January 1, ~~2016~~2024, and every five years thereafter, that addresses the expansion of
19 quality universal early education in San Francisco. The Department shall also update the
20 Department Strategic Plan, initially by January 1, 2024 and on an annual basis thereafter and such
21 update shall include recommendations from the First Five Commission and the EC COAC as described
22 in this subsection (b)(3) and the elements described in subsections (b)(3)(A) through (D). The
23 Department may prepare the Department Strategic Plan in conjunction with the preparation of the
24 County Strategic Plan required by Section 86.4 of the Administrative Code. Before initiating the
25 annual update to the Department Strategic Plan, the Department shall consult with the First Five

1 Commission and the EC COAC on the scope, metrics, and outreach for the plan and the joint process
2 shall involve the First Five Commission and the EC COAC. The Department Strategic Plan and
3 proposal shall:

4 (A) Include goals for early care and education programs that align with
5 emerging developments in state or federal early care and education policy, and address
6 professional development needs of center-based, family child care providers and to the extent
7 resources allow, license-exempt care providers;

8 (B) Address neighborhood-specific needs, including school readiness,
9 subsidy availability, children’s dual language development, facility development parent
10 engagement and education, inclusion of children with special needs, and provider support for
11 both family child care homes and early care and education centers; ~~and~~

12 (C) Include a set of equity metrics to be used to compare existing early
13 care and education services and resources in low-income and disadvantaged communities
14 with early care and education services and resources available in the City as a whole; ~~and~~

15 (D) As part of the combined development of the Department and County
16 Strategic Plans and to meet the minimum requirements of the County Strategic Plan, include an
17 assessment and analysis of the unmet funding needs for family support services for those caring for
18 children ages zero to five and how the Department plans to expand and leverage funding; and
19 coordinate with other relevant City departments, including, by way of example but not limitation, the
20 Department of Children, Youth, and Their Families and Human Services Agency, to meet those unmet
21 funding needs.

22 (4) The Department’s OECE’s Director or designee shall attend meetings of the
23 Office of Early Childhood Community Oversight and Care and Education Citizens’ Advisory
24 Committee (“OECE-CAC”), established by Chapter 5, Article XIII of the Administrative Code,
25 and the Department OECE shall provide staffing to EC COAC OECE-CAC, including providing the

1 EC COAC~~OECE CAC~~ with the information it requests. The Department shall provide its proposed
2 budget and accompanying documents to the EC COAC and the First Five Commission no later than
3 two weeks prior to the public hearing required by Section 5.13-5(e) of Article XIII of Chapter 5 of the
4 Administrative Code.

5 (5) The Department shall prepare an annual report on the Early Care and Education
6 for All Initiative, as required in Section 20.17-3 of Article XVII of Chapter 20 of the Administrative
7 Code. ~~The Human Services Agency shall provide administrative support for the OECE.~~

8 (6) The Department~~OECE~~ shall have such other duties and functions as are
9 assigned by the Charter, an ordinance, or the Mayor.

10 (c) Funding. The Department may be funded by appropriations from the Babies and Families
11 First Fund established in Section 10.100-36 of the Administrative Code and including implementation
12 of Section 2112(d)(2) of the Business and Tax Regulations Code, disbursements from the Public
13 Education Enrichment Fund made pursuant to Section 16.123-4 of the Charter for preschool and early
14 education programs, appropriations from the San Francisco Children and Families Trust Fund in
15 Section 10.100-287 of the Administrative Code, and such other appropriations as the Board of
16 Supervisors may direct by ordinance. The Department shall report the amount and percentage of its
17 administrative costs that are funded by monies from the Babies and Families First Fund, the Public
18 Education Enrichment Fund, and the Children and Families Trust Fund, respectively, as part of the
19 Department's proposed budget and accompanying documents to the EC COAC and the First Five
20 Commission prior to the public hearing required by Section 5.13-5(e) of the Administrative Code.

21 (d) Transfer of Functions. All City and County of San Francisco programs, employees and
22 other personnel assigned to the Children and Families First Department (also referred to in the City
23 Charter and the Municipal Code as "First 5 San Francisco") and the Office of Early Care and
24 Education shall be transferred to the Department. The Director of the Office of Early Care and
25 Education shall be the interim Director of the Department until the Mayor appoints a Director. The

1 transfer of programs, staff, and assets shall be effective as of the effective date of Ordinance No. _____,
2 establishing the Department of Early Childhood.

3
4 Section 2. Chapter 86 of the Administrative Code is hereby amended by revising
5 Sections 86.1 through 86.4, to read as follows:

6 **SEC. 86.1. ESTABLISHMENT OF THE SAN FRANCISCO CHILDREN AND**
7 **FAMILIES FIRST COMMISSION.**

8 (a) Establishment. The San Francisco Children and Families First Commission (the
9 “Commission”) is hereby established. ~~The Commission and designated as the county commission~~
10 ~~for purposes of California Health & Safety Code Sections 130100 et seq., as it may be amended from~~
11 ~~time to time. shall manage the San Francisco Children and Families First Department.~~ The
12 Department of Early Childhood (the “Department”) ~~of Children, Youth and Their Families~~ shall
13 provide office space, administrative support, and other services for the Commission ~~and the~~
14 ~~Children and Families First Department, as specified in a Memorandum of Understanding between the~~
15 ~~Department of Children, Youth and Their Families and the Commission.~~ The Commission shall
16 consist of nine members.

17 (b) Purpose. The Commission ~~and Children and Families First Department are~~ is
18 established to promote, support, and improve the early development of children from the
19 prenatal stage to five years of age and to carry out the provisions of the California Children
20 and Families First Act of 1998 (the “Act”), including by way of example but not limitation, support
21 for families through parenting education and child health and wellness programs.

22
23 **SEC. 86.2. POWERS AND DUTIES OF THE SAN FRANCISCO CHILDREN AND**
24 **FAMILIES FIRST COMMISSION.**

25 The Commission shall have the following powers and duties:

1 (a) ~~By May 1, 2000, t~~The Commission shall adopt an adequate and complete San
2 Francisco Strategic Plan (the “County Strategic Plan”), as described in Section 86.4 below, for
3 the support and improvement of early childhood development, including family support related to
4 caring for children ages zero to five, within the City and County of San Francisco. Prior to
5 adopting the County Strategic Plan, the Commission shall hold no less than one public hearing
6 on the proposed County Strategic Plan.

7 (b) On at least an annual basis, the Commission shall review its County Strategic Plan
8 and revise the Plan as may be necessary or appropriate. The Commission shall hold no less
9 than one public hearing on its periodic review of the County Strategic Plan before any
10 revisions to the Plan are adopted.

11 (c) The Commission shall submit its adopted County Strategic Plan, and any
12 subsequent revisions thereto, to the State Children and Families First Commission (the “State
13 Commission”).

14 (d) On or before October 15~~th~~ of each year, the Commission shall conduct and prepare
15 ~~and adopt~~ an audit of and issue a written report on the implementation and performance of its
16 functions during the preceding fiscal year.

17 (1) At a minimum, the audit and report shall include the manner in which the
18 funds were expended, the progress toward and the achievement of program goals and
19 objectives, and the measurement of specific outcomes through appropriate reliable indicators.

20 (2) On or before November 1 of each year, tThe Commission shall transmit the
21 audit and report to the State ~~Children and Families First~~ Commission ~~annually~~.

22 (3) The Commission shall conduct no less than one public hearing prior to
23 adopting any annual audit and report.

1 (e) The Commission shall conduct no less than one public hearing on each annual
2 report by the State Commission prepared pursuant to California Health and Safety Code
3 Section 130150(b).

4 (f) The Commission shall establish no less than one advisory committee to provide
5 technical and professional expertise and support for any purposes that will be beneficial in
6 accomplishing the purposes of the ~~Act~~ Act. Each advisory committee shall meet and shall make
7 recommendations and reports as deemed necessary or appropriate. ~~One advisory committee~~
8 ~~shall be comprised of members nominated by the Starting Points Initiative Early Childhood~~
9 ~~Interagency Council.~~

10 (g) The Commission shall expend the funds in the San Francisco Children and
11 Families First Trust Fund, only for the purposes authorized by the Act and this
12 ~~Chapter 86 Ordinance~~ and in accordance with the ~~San Francisco~~ County Strategic Plan approved
13 by the Commission. The Commission shall not expend funds that are not authorized by the Act,
14 including but not limited to the Babies and Families First Fund established in Section 10.100-36 of the
15 Administrative Code and grant funds directed to the Department and general fund appropriations, but
16 may make recommendations to the Department regarding spending from other funding sources. The
17 Commission shall hold at least one joint public hearing annually with the Early Childhood Community
18 Oversight and Advisory Committee (the "EC COAC"), established by Article XIII of Chapter 5 of the
19 Administrative Code, to review and make recommendations regarding the Department's budget no
20 later than February 14 of each year.

21 (h) The Commission shall hold at least one joint public hearing annually with the EC COAC
22 to review, and provide input to, the Department's annual report evaluating the effectiveness of the
23 Early Care and Education for All Initiative, required by Section 20.17-3 of the Administrative Code.
24 Following the joint public hearing, and before the Department submits the report to the Board of
25 Supervisors, the Commission and the EC COAC shall each transmit recommendations regarding the

1 report to the Department. The Department's final report shall include a summary of the
2 recommendations received and describe the ways in which the Department has addressed the
3 recommendations. ~~The commission shall be empowered to enter into such contracts as necessary or~~
4 ~~appropriate to carry out the provisions and purposes of the Act.~~

5 (i) The Commission ~~shall~~may recommend candidates for Director of the Department to the
6 Mayor and may hold a joint public meeting with the EC COAC to recommend such candidates to the
7 Mayor. ~~appoint and may remove at its pleasure an Executive Director. The Executive Director shall be~~
8 ~~responsible for managing the Children and Families First Department. The Executive Director is~~
9 ~~authorized to hire additional staff subject to budget constraints and the approval of the Commission.~~

10 (j) The Commission may review national, state, and local legislation that may affect
11 young children and their families and

12 (1) Make recommendations to the Mayor and the Board of Supervisors
13 regarding the proposed legislation; and

14 (2) Consistent with Charter Section 3.100, ~~C~~ommunicate the Commission's
15 position regarding the proposed legislation to the appropriate legislative bodies, as long as the
16 Commission's position on state and federal legislation does not conflict with any official
17 position taken by the City and County and the communication is coordinated with the Office of the
18 Mayor.

19 (k) The Commission shall coordinate with the EC COAC to develop joint policy
20 recommendations with the EC COAC regarding the Department's coordination of services, policies,
21 and planning strategies for early childhood care and education and family support for children ages
22 zero to five to include:

23 (1) Addressing the continuous quality improvement of programs and capacity-building
24 of providers.

1 (2) Developing recommendations for equitable, inclusive, culturally and linguistically
2 appropriate services and innovations responsive to emerging early childhood needs.

3 (3) Developing recommendations for processes to ensure data and data systems are
4 used for greater accountability of program outcomes, enhance learning internally, across investments,
5 and across service sectors, and address persistent racial, diversity, equity, and inclusion gaps.

6 (4) Promoting public interest and awareness around issues facing young children and
7 their families.

8 (5) Developing processes and structures that support organizations, communities, and
9 public agencies to work together to advance the well-being of young children and their families.

10
11 **SEC. 86.3. MEMBERSHIP AND ORGANIZATION OF THE SAN FRANCISCO**
12 **CHILDREN AND FAMILIES FIRST COMMISSION.**

13 (a) The members of the Commission are as follows. Seats 3 and 5 through 9 shall be
14 appointed by the Board of Supervisors as follows:

15 (1) Seat 1 ~~One member~~ shall be the Director of Public Health or ~~his or her~~ the
16 Director's designee.

17 (2) Seat 2 ~~One member~~ shall be the ~~Executive Director~~ General Manager of the
18 ~~Department of~~ Human Services Agency or ~~his or her~~ the Executive Director's designee.

19 (3) Seat 3 ~~One member~~ shall be a member of the Board of Supervisors.

20 (4) Seat 4 ~~One member~~ shall be the Department Head of the Department ~~Director~~
21 ~~of the Mayor's Office~~ of Children, Youth and Their Families or ~~his or her~~ the Department Head's
22 designee.

23 (5) Seat 5 shall be nominated by the Mayor (and approved by the Board of
24 Supervisors) as a representative director or supervisor of a Mayoral office or other City program for
25 prevention or early intervention for families at risk.

1 (6) Seat 6 shall be a member of the Child Care Planning and Advisory Council,
2 established in Article XX of Chapter 5 of the Administrative Code.

3 (7) Seat 7 shall be a provider of family support services as described in the San
4 Francisco County Strategic Plan established by Section 86.4 below.

5 (8) Seats 8 and 9~~Five additional members~~ shall be appointed from among the
6 following categories: ~~persons responsible for management of the following County functions: children~~
7 ~~services, public health services, behavioral health services, social services, and tobacco and other~~
8 ~~substance abuse prevention and treatment services;~~ recipients of project services included in the
9 ~~County Strategic Plan~~; educators specializing in early childhood development;
10 representatives of a local child care resource or referral agency, ~~the Child Care Planning and~~
11 ~~Advisory Council or another~~ a local child care coordinating group; representatives of a local
12 organization for prevention or early intervention for families at risk; representatives of
13 community-based organizations that have the goal of promoting and nurturing early childhood
14 development; representatives of local school districts; and representatives of local medical,
15 pediatric, or obstetric associations or societies. To the extent feasible, members shall be
16 selected from existing committees, councils, or coalitions promoting early childhood
17 development and support of their families in order to facilitate planning and coordination of
18 services.

19 (b) The Commission shall convene by March 1, 1999.

20 (c) ~~All appointed m~~Members of the Commission, ~~that is, those~~ appointed ~~pursuant to~~
21 ~~Subsection (a)(5) above,~~ to Seats 3 and 5 through 9 shall serve at the pleasure of the Board of
22 Supervisors. The term of each ~~e~~Commission member appointed ~~pursuant to~~ Seats 3 and 5
23 through 9 ~~Subsection (a)(5)~~ shall be for four years; provided, however, that the members first
24 appointed shall, by lot, classify their terms so that two members shall serve a three-year term,
25 and three members shall serve a four-year term. On the expiration of these terms, their

1 successors shall be appointed for a four-year term. In the event a vacancy occurs during the
2 term of office of any appointed member, a successor shall be appointed for the unexpired
3 term of the office vacated in a manner similar to that for the initial member. After serving the
4 unexpired term of a predecessor, the successor may be appointed for a full four-year term. Members in
5 Seats 5 through 9 may serve no more than two consecutive terms on the Commission. For the purposes
6 of these term limits, serving more than half of a term shall count as serving a full term on the
7 Commission.

8 (d) A majority of the members of the Commission shall constitute a quorum.

9 (e) The Commission shall establish any additional rules and regulations for its own
10 organization and procedure consistent with State and local law.

11 (f) No member of the Commission shall be compensated for ~~his or her~~ their services,
12 except members may be paid reasonable per diem and reimbursement of reasonable
13 expenses for attending meetings and discharging other official responsibilities as authorized
14 by the Commission. In addition, members serving in Seats 1 through 5 may receive their full
15 compensation as City employees, since their work for the Commission shall be considered part of their
16 responsibilities in their capacity as City employees.

17 (g) Continuing Membership on Children and Families First Commission. The members of the
18 previously established Commission seated as of the effective date of Ordinance No. _____ shall by
19 operation of law remain members of the Commission. Their terms of office and term limits shall not
20 incorporate their previous service on the Commission. The terms of office for members of the
21 previously established Commission, as well as Seat 5, shall begin on the effective date of Ordinance
22 No. _____. Seat 5 shall be vacant until a new appointment is made in accordance with subsection (a)
23 of this Section 86.3. The terms of office for members in Seats 6, 7, 8, and 9 with previous service on the
24 Commission shall be limited to a one-year term. At the conclusion of the transitory one-year term for
25

1 members in Seats 6, 7, 8, and 9, new appointments to the Commission shall be made in accordance
2 with subsection (a) of this Section 86.3.

3
4 **SEC. 86.4. ESTABLISHMENT OF A SAN FRANCISCO COUNTY STRATEGIC**
5 **PLAN.**

6 (a) The ~~San Francisco~~ Commission shall establish the a San Francisco County Strategic
7 Plan for the support and improvement of early childhood development, including support for
8 their families in caring for children ages zero to five, within the City and County of San Francisco.
9 The County Strategic Plan shall be consistent with and in furtherance of the purposes of the
10 Act and any guidelines adopted by the State Commission that are in effect at the time the
11 County Strategic Plan is adopted or subsequently revised. The Department may prepare the
12 County Strategic Plan in conjunction with its preparation of the Department Strategic Plan required by
13 Section 2A.310 of the Administrative Code.

- 14 (b) The County Strategic Plan shall include, at a minimum:
- 15 (1) A description of the goals and objectives proposed to be attained;
 - 16 (2) A description of the programs, services, and projects proposed to be
17 provided, sponsored, or facilitated;
 - 18 (3) A description of how measurable outcomes of such programs, services, and
19 projects will be determined by the Commission using appropriate reliable indicators; and
 - 20 (4) A description of how programs, services, and projects relating to early
21 childhood development and support for families with children ages zero to five within the county
22 will be integrated into a consumer-oriented and easily accessible system.

23 ~~(c) Prior to adopting the Strategic Plan, and in each subsequent review of the Strategic Plan,~~
24 ~~the Children and Families First Commission shall review and consider:~~

- 25 ~~—— (1) The current Children’s Services Plan prepared by the Mayor;~~

1 ~~——— (2) The most current comprehensive countywide child care plan, and any other reports,~~
2 ~~issued by the Child Care Planning and Advisory Council, or any other local child care planning~~
3 ~~council established pursuant to State law;~~

4 ~~——— (3) Any current reports relating to early childhood development, parental education~~
5 ~~and/or family support services;~~

6 ~~——— (A) Issued by the San Francisco Department of Public Health or Health~~
7 ~~Commission,~~

8 ~~——— (B) Issued by the San Francisco Department of Human Services or Human~~
9 ~~Services Commission,~~

10 ~~——— (C) Issued by the Citywide Alcoholism Advisory Board,~~

11 ~~——— (D) Issued by the Maternal and Adolescent Health Board,~~

12 ~~——— (E) Issued by the Drug Abuse Advisory Board,~~

13 ~~——— (F) Issued by the Mental Health Board,~~

14 ~~——— (G) Issued by the San Francisco Unified School District, and~~

15 ~~——— (H) Issued by the Starting Points Initiative and/or its Early Childhood~~
16 ~~Interagency Council,~~

17 ~~——— (I) Issued by any other federal, State or locally funded agencies in the City and~~
18 ~~County of San Francisco.~~

19
20 Section 3. The Administrative Code is hereby amended by revising Article XIII of
21 Chapter 5, including Sections 5.120 through 5.124, renumbering those sections as Sections
22 5.13-1, 5.13-2, 5.13-3, 5.13-4, and 5.13-5, respectively, and adding Section 5.13-6, to read as
23 follows:

24 **ARTICLE XIII: ~~OFFICE OF EARLY CHILDHOODCARE AND EDUCATION CITIZENS'~~**

25 **COMMUNITY OVERSIGHT AND ADVISORY COMMITTEE**

1 **SEC. 5.13-1120. CREATION OF ADVISORY COMMITTEE.**

2 The Board of Supervisors hereby establishes an ~~Office of Early Childhood Care and~~
3 ~~Education Citizens' Community Oversight and~~ Advisory Committee ("~~OECE CCEC COAC~~"). ~~The~~
4 ~~previously established Office of Early Care and Education Citizens' Advisory Committee is hereby~~
5 ~~abolished.~~

6
7 **SEC. 5.13-2121. PURPOSE.**

8 The ~~OECE COAC~~ shall make recommendations to the ~~Office of Early Care and~~
9 ~~Education~~ Department of Early Childhood (the "~~Department OECE~~"), established by Chapter 2A,
10 Article XXIII of the Administrative Code, regarding the ~~Department OECE~~'s mission of providing
11 early ~~care and~~ education for children ages zero to five in San Francisco and other City
12 departments involved in early ~~care and~~ education initiatives. The ~~OECE COAC~~ shall also
13 advise the ~~Department OECE~~ on developing ~~a the Department S~~strategic ~~P~~plan ~~and a proposal~~ for
14 expanding high-quality early ~~care and~~ education in San Francisco, ~~as described in Section 2A.310~~
15 ~~of the Administrative Code~~, and offer expertise in the areas of policy, planning, collaboration,
16 and strategic partnerships. ~~In collaboration with the Children and Families Commission (the "First~~
17 ~~Five Commission")~~, the ~~EC COAC~~ shall provide input and recommendations to the Department
18 ~~regarding overall strategies, policies, and procedures for the Department. The EC COAC shall~~
19 ~~provide analysis, guide design engagement processes, and make recommendations to the Department,~~
20 ~~the Mayor, and the Board of Supervisors regarding use of funds for the Early Care and Education for~~
21 ~~All Initiative, described in Section 20.17-1 of Article XVII of Chapter 20 of the Administrative Code,~~
22 ~~and the Babies and Families First Fund, described in Section 10.100-36 of Article XIII of Chapter 10 of~~
23 ~~the Administrative Code.~~

24
25 **SEC. 5.13-3122. MEMBERSHIP AND ORGANIZATION.**

1 (a) The ~~OECE~~ COAC shall consist of nine members. ~~No later than April 1, 2015, the~~
2 Mayor shall ~~nominate~~appoint five members to hold Seats 1 through 5, and the Board of
3 Supervisors shall appoint four members to hold Seats 6 through 9. Each appointment
4 ~~nomination~~ by the Mayor shall be effective immediately, ~~unless~~but may be rejected by a two-
5 thirds vote of the Board of Supervisors within 30 days following transmittal of the Mayor's
6 Notice of Appointment to the Clerk of the Board of Supervisors.

7 (b) Members of the ~~OECE~~ COAC shall have the following qualifications:

8 (1) Seat 1: must be a parent or guardian of a child who is enrolled in a facility
9 that provides early care and education services, which includes child care, early care,
10 preschool, infant and toddlers care;

11 (2) Seat 2: must be a representative of the San Francisco Unified School
12 District's Early Education Division, or any successor to that division, recommended by the
13 Superintendent of Schools. If the Superintendent of Schools fails to make a recommendation
14 within 90 days of a vacancy~~by April 1, 2015~~, the Mayor may ~~nominate~~appoint a person to hold this
15 seat;

16 (3) Seat 3: must be an early care and education provider that serves infants
17 and toddlers ages zero to three;

18 (4) Seat 4: must be a family support provider, a provider or educator who works
19 with children with special needs, a community member with expertise in early education, a
20 member of the mental health community specializing in early care, a member of a
21 philanthropic organization, which has an emphasis on early care and education issues, or a member
22 of the business community with an interest in early care and education issues;

23 (5) Seat 5: must be a representative of an institution of higher education that
24 specializes in early care and education;

25 (6) Seat 6: must be a family child care provider;

1 (7) Seat 7: must be a provider of early care and education at a community-
2 based childcare center in San Francisco, but this member cannot be a San Francisco Unified
3 School District provider;

4 (8) Seat 8: must be a family support provider, a provider or educator who works
5 with children with special needs, a community member with expertise in early education, a
6 member of the mental health community specializing in early care, a member of a
7 philanthropic organization, *which has an emphasis on early care and education issues*, or a member
8 of the business community with an interest in early care and education issues; and

9 (9) Seat 9: must be a representative of the Child Care Planning and Advisory
10 Council (*“CCPAC”*) *established by Article XX of Chapter 5 of the Administrative Code*,
11 recommended to the Board of Supervisors by the CCPAC ~~Childcare Planning and Advisory~~
12 ~~Council~~.

13 (c) Each ~~nominating~~ appointing authority may remove any of its ~~nominees~~ appointees at
14 any time with or without cause.

15 (d) If a vacancy occurs in any seat on the committee, the ~~nominating~~ appointing
16 authority for the vacated seat shall ~~nominate~~ appoint a successor. For Seat 2, the ~~OECE~~ COAC
17 shall notify the San Francisco Unified School District of any such vacancies and, if the San
18 Francisco Unified School District has not made a recommendation within 90 days of the
19 notice, the Mayor shall ~~nominate~~ appoint a successor.

20 (e) To the extent required by law, members of the ~~OECE~~ COAC shall be subject to
21 state and local conflict of interest laws, including the California Political Reform Act (Cal. Gov.
22 Code §§ 87100 et seq.) and California Government Code section 1090.

23 (f) Subcommittees. The EC COAC may establish subcommittees to be convened as directed by
24 the EC COAC. The EC COAC’s Chair or the Chair’s designee shall appoint members to the
25

1 subcommittees. Subcommittees shall report findings and make recommendations to the full EC COAC
2 for its consideration.

3 (g) Advisory bodies. The EC COAC may appoint advisory bodies to advise it in the exercise of
4 its duties, including but not limited to advisory bodies to make joint recommendations to the Mayor for
5 appointment as Director of the Department and representing the perspectives of parents and
6 guardians. Advisory bodies created by the EC COAC may include, in whole or part, individuals who
7 are not members of the EC COAC, as well as members of the First Five Commission or CCPAC.

8
9 **SEC. 5.13-4123. TERMS OF OFFICE AND MEETINGS.**

10 (a) Terms of Office. Members of the ~~OECE~~ COAC shall serve for two years, except
11 that the members initially appointed to Seats 1, 3, 5, 7, and 9 shall serve for three years;
12 thereafter, the members holding these seats shall serve for two years. ~~The terms of the initial~~
13 ~~appointees shall commence on May 1, 2015.~~

14 (b) Term Limits. No member may serve more than two consecutive terms on the
15 ~~OECE~~ COAC. For the purpose of these term limits, serving more than half of a term shall
16 count as serving a full term on the committee.

17 (c) Transition from Previous Citizens' Advisory Committee. Members of the previously
18 established Office of Early Care and Education Citizens' Advisory Committee seated as of the effective
19 date of Ordinance No. _____ shall by operation of law become the initial members of the EC COAC.
20 Their terms of office and term limits shall incorporate their service on the Office of Early Care and
21 Education Citizens' Advisory Committee, with the effect that their terms of office and term limits will be
22 identical to what they would have been if the Office of Early Care and Education Citizens' Advisory
23 Committee had not been abolished. Similarly, their service on the Office of Early Care and Education
24 Citizens' Advisory Committee shall be considered in calculating compliance with the meeting
25 attendance requirement in subsection (d)(1), below. With reference to subsection (d)(2), the bylaws of

1 the Office of Early Care and Education Citizens' Advisory Committee shall apply to the EC COAC
2 until changed by the EC COAC, and the Chair and Vice-Chair of the Office of Early Care and
3 Education Citizens' Advisory Committee shall remain in those positions with the EC COAC until
4 changes are made by the EC COAC in accordance with the bylaws adopted by the EC COAC.

5 (e) Meetings.

6 (1) The ~~OECE~~ COAC shall meet at least four times each calendar year. ~~The~~
7 ~~OECE CAC shall convene its first meeting by May 1, 2015.~~ Any member of the ~~OECE~~ COAC who
8 fails to attend at least half of the meetings held in a calendar year shall be deemed to have
9 resigned from the committee.

10 (2) At its first meeting, ~~the~~ ~~OECE~~ COAC shall select a Chair and Vice-Chair.
11 The ~~OECE~~-CAC shall also adopt bylaws governing its meetings. Five members of the ~~OECE~~
12 COAC shall constitute a quorum of the committee, and the affirmative votes of at least five
13 members of the ~~OECE~~ COAC are necessary to constitute approval by the committee.

14 (e) The Department shall provide administrative and clerical support for the EC COAC.

15
16 **SEC. 5.13-5124. DUTIES OF THE COMMITTEE.**

17 (a) The EC COAC shall provide policy recommendations on strategies, processes, and
18 services to meet the Department's goals and priorities consistent with the EC COAC's purpose
19 described in Section 5.13-2. In collaboration with the First Five Commission, the EC COAC shall
20 develop policy recommendations regarding the Department's coordination of services, policies, and
21 planning strategies for early care and education, including:

22 (1) Addressing the continuous quality improvement of programs and capacity-building
23 of providers

24 (2) Developing recommendations for equitable, inclusive, culturally and linguistically
25 appropriate services and innovations responsive to emerging early childhood needs.

1 (3) Developing recommendations for processes to ensure data and data systems are
2 used for greater accountability of program outcomes, enhance learning internally, across investments,
3 and across service sectors, and address persistent racial, diversity, equity, and inclusion gaps.

4 (4) Promoting public interest and awareness around issues facing young children and
5 their families.

6 (5) Developing processes and structures that support organizations, communities, and
7 public agencies to work together to advance the well-being of young children and their families.

8 (~~a~~b) The ~~OECE~~ COAC shall work with the ~~Department~~~~Office of Early Care and Education~~
9 to develop and maintain the Department's Strategic Plan and proposal, as described in
10 Administrative Code Section 2A.310.

11 (~~b~~c) The ~~OECE~~ COAC shall advise the ~~Department~~~~OECE~~ on the development of
12 funding guidelines.

13 (~~e~~d) The ~~OECE~~ COAC shall review and advise the Department's ~~OECE's~~ regarding its
14 needs assessments, plans, and funding allocations, evaluation of services, common data systems,
15 processes for making funding decisions, program improvement and capacity-building of service
16 providers, community engagement in planning and evaluating services, and any changes in expenditure
17 plans during the fiscal year, but shall not have any approval authority over these matters.

18 (~~e~~e) The ~~OECE~~ COAC shall promote transparency for the Department's budget, including,
19 in particular, expenditures from the Babies and Families Fund, by holding a joint annual public
20 hearing with the First Five Commission regarding the Department's budget no later than February 14
21 of each year. The EC COAC shall review and provide a recommendation report of the Department's
22 overall annual budget expenditures. The EC COAC shall~~ean~~ provide input to the Department~~OECE~~
23 on the evaluation plan for tracking the results of the City's investments in early care and
24 education.

1 (f) The EC COAC shall coordinate with the CCPAC to receive and incorporate CCPAC's
2 feedback and recommendations into EC COAC's recommendations to the Department's annual report
3 evaluating the effectiveness of the Early Care and Education for All Initiative, required by Section
4 20.17-3 of the Administrative Code.

5 (g) The EC COAC may recommend candidates for Director of the Department to the Mayor
6 and may hold a joint public meeting with the First Five Commission for the purpose of considering
7 candidates.

8
9 **SEC. 5.13-6. SUNSET.**

10 Notwithstanding Rule 2.21 of the Board of Supervisors Rules of Order, which provides that
11 advisory bodies created by the Board should sunset within three years, the Board intends the EC COAC
12 to exist indefinitely unless terminated by ordinance.

13
14 Section 4. The Administrative Code is hereby amended by revising Article XVII of
15 Chapter 20, Sections 20.17-1 through 20.17-3, to read as follows:

16 **SEC. 20.17-1. EARLY CARE AND EDUCATION FOR ALL INITIATIVE.**

17 The Department of Early Childhood (the "Department"), as successor to the Office of Early
18 Care and Education (OECE), shall establish and maintain the Early Care and Education for All
19 Initiative (Initiative), to provide support for quality early care and education for children in San
20 Francisco families, consistent with this Article XVII. The Initiative shall be funded by
21 appropriations from the Babies and Families First Fund established in Section 10.100-36 of
22 this Administrative Code, in addition to such other appropriations as the Board of Supervisors
23 may direct by ordinance. This Article XVII implements Section 2112(d)(2) of the Business and
24 Tax Regulations Code, by facilitating the allocation of moneys in the Babies and Families First
25

1 Fund among the purposes set forth in subsections (d)(1)(A), (d)(1)(B), (d)(1)(C), and (d)(1)(D)
2 of Section 2112.

3
4 **SEC. 20.17-2. SPENDING PLAN.**

5 (a) Within 30 days of the effective date of this Article XVII, ~~the Department~~*OECE* shall
6 submit to the Board of Supervisors a report setting forth the procedures ~~the Department~~*OECE*
7 intends to use to develop the spending plan described in subsection (b). These procedures
8 shall be designed to encourage broad and diverse community engagement—including, but
9 not limited to, engagement with employees working in early care and education, the owners of
10 businesses offering early care and education, parents, nonprofit organizations,
11 philanthropists, the Child Care Planning and Advisory Council (CCPAC); ~~established by Article~~
12 ~~XX of Chapter 5 of the Administrative Code, First 5 San Francisco~~, academics, and other experts—
13 in the development of that spending plan, and shall include the development of a wide range
14 of mechanisms by which engaged community members may communicate with ~~the~~
15 ~~Department~~*OECE*. These mechanisms shall include, but need not be limited to, one or more
16 public town halls, one or more surveys, a dedicated page on ~~the Department~~*OECE*'s existing
17 website, and a social media presence. Each of these mechanisms shall be advertised
18 prominently on ~~the Department~~*OECE*'s website.

19 (b) Within nine months of the effective date of this Article XVII, and subject to the
20 budgetary and fiscal provisions of the Charter, ~~the Department~~*OECE* shall submit to the Board
21 of Supervisors a five-year spending plan for the Initiative, and a proposed resolution to
22 approve the spending plan. It is the Board's intent that this spending plan provide guidance to
23 the Board when the Board adopts future appropriations ordinances. The spending plan shall
24 estimate the anticipated funds available to the Initiative, identify specific programs or services
25 to be offered as components of the Initiative, and specify the level of funding proposed for

1 each such component in light of anticipated funds available to support the Initiative as a
2 whole. To the extent possible in light of anticipated available funds, the spending plan shall be
3 designed to achieve the following goals, in whatever priority *the Department*~~OECE~~ deems most
4 appropriate:

5 (1) Providing support for quality early care and education to all San Francisco
6 children under the age of six from households whose incomes are at or below 85% of State
7 Median Income, and who are listed as eligible, on that basis, to receive support for early care
8 and education—but who, because of a lack of available resources, are not receiving the full
9 amount of support to which they are entitled;

10 (2) Providing financial support for measures to increase the compensation of
11 early care and education professionals and staff by not less than 10%, with an ultimate goal of
12 achieving parity in compensation with K-12 educators who have commensurate experience, in
13 a manner designed to improve the quality and availability of early care and education;

14 (3) Providing support for quality early care and education to all San Francisco
15 children under the age of four whose families earn up to and including 200% of Area Median
16 Income, in a manner proportionate to family income (such that families with lower incomes
17 receive proportionately more support);

18 (4) Undertaking other measures designed to improve access to quality early
19 care and education services that support the physical, emotional, and cognitive development
20 of San Francisco children under the age of six.

21 (c) To promote stability and continuity in early care and education, the spending plan
22 described in subsection (b) shall contain provisions addressing policies for financial reserves,
23 strategic one-time expenditures, and other strategies designed to manage revenue volatility.

1 (d) Within 90 days of introduction of the resolution to approve the spending plan
2 described in subsection (b), the Board shall take any action it deems necessary, in its
3 discretion, to approve, amend, or reject the proposed resolution and spending plan.
4

5 **SEC. 20.17-3. REPORTS.**

6 The spending plan described in Section 20.17-2(b) shall also include metrics designed
7 to evaluate the effectiveness of the Initiative and each of its specific components. Within one
8 year of ~~the Department~~~~OECE~~'s submission of the spending plan to the Board of Supervisors,
9 and on an annual basis thereafter, ~~the Department~~~~OECE~~ shall prepare, and submit to ~~the~~
10 Children and Families First Commission (the "First Five Commission"), established by Chapter 86 of
11 the Administrative Code, the Early Childhood Community Oversight and Advisory Committee (the "EC
12 COAC"), established by Article XIII of Chapter 5 of the Administrative Code, the CCPAC, and the
13 Board of Supervisors, a report evaluating the effectiveness of the Initiative and each of its
14 specific components, using the metrics previously developed in ~~the Department~~~~OECE~~'s
15 spending plan and include a financial analysis forecasting how the Department will achieve universal
16 access to early care and education, and establish a universal system for high-quality early care and
17 education that interrupts racialized outcomes for children by building and funding an integrated system
18 of early childhood supports and service in San Francisco and is based on planned expenditures and
19 anticipated funding. The report should also consider and report on emerging needs, and new
20 conditions or circumstances that would impact effectiveness such as workforce retention or newly
21 identified revenue sources, economic conditions, or new policy directives. Before the
22 Department~~OECE~~ submits this annual report to the Board of Supervisors, ~~OECE's~~the EC COAC,
23 the CCPAC, and the First Five Commission~~Citizens' Advisory Committee~~ shall have an opportunity
24 to review the report and submit related recommendations to the Department and the Board of
25 Supervisors~~OECE~~.

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Section 5. Article XIII of Chapter 10 of the Administrative Code is hereby amended by revising Section 10.100-81, to read as follows:

SEC. 10.100-81. INFANT AND TODDLER EARLY LEARNING SCHOLARSHIP FUND.

(a) Establishment of Fund. The Infant and Toddler Early Learning Scholarship Fund (“the Fund”) is hereby established as a category four fund to provide financial assistance to both family child-care homes and early care and education centers that are licensed by the State of California (collectively “Providers”).

(b) Sources of Funds. The Fund may receive any legally available monies appropriated for this purpose including, but not limited to, monies received by the City through public-private partnerships.

(c) Use of Funds. The Department of Early Childhood (the “Department”), as successor to the Office of Early Care and Education (“OECE”), shall use monies in the Fund to provide grants to Providers under a funding program that the Department~~OECE~~ shall establish. The purpose of the grants shall be to expand access to quality infant and toddler care for parents and guardians who (1) reside in San Francisco, (2) work or attend school at least part-time, (3) have a child younger than 36 months old, and (4) have a moderate family income subject to a limit established by the Department~~OECE~~, which shall be no less than 110% of Area Median Income for the San Francisco area, derived from the U.S. Department of Housing and Urban Development, adjusted solely for household size.

(d) Administration and Oversight of Fund. The Department~~OECE~~ shall administer the Fund.

(1) No later than six months after the effective date of the ordinance in Board File No. 161034 enacting this Section 10.100-81, and prior to issuing any grants, the

1 DepartmentOECE shall adopt rules for the program consistent with this Section 10.100-81. The
2 rules shall at a minimum establish a selection process for awarding grants, eligibility criteria
3 for Providers receiving grants, procedures for determining the size and frequency of grant
4 awards, processes for disbursement of grant funds, restrictions on the use of grant funds,
5 criteria for determining which families' tuition costs may be reduced by grant funds, and
6 reporting obligations for Providers. The rules shall establish criteria that prioritize funding that
7 supports parents and guardians who attend publicly funded colleges or universities in the City
8 over those who attend other colleges or universities.

9 (2) Within 15 days after adopting initial rules for the program under subsection
10 (d)(1), the DepartmentOECE shall submit a copy thereof to the Board of Supervisors. These
11 rules shall not become effective, and the DepartmentOECE shall issue no grants thereunder,
12 until at least 90 days after the DepartmentOECE has submitted the rules to the Board of
13 Supervisors. Any subsequent rules or rule amendments adopted by the DepartmentOECE shall
14 become effective immediately upon adoption.

15 (3) The DepartmentOECE shall submit an annual report to the Board of
16 Supervisors and the Mayor describing the implementation of the program.

17
18 Section 6. The Administrative Code is hereby amended by revising Chapter 29B,
19 Sections 29B.4 and 29B.5, to read as follows:

20 **SEC. 29B.4. CHILD CARE FEASIBILITY STUDY.**

21 (a) Preparation of Study. A City agency or private developer that is subject to the
22 requirements of this Chapter 29B shall prepare a Child Care Feasibility Study that considers
23 the build out and tenant improvements of a child care center on the project site that contains
24 the information required in subsection (d) below and has the minimum features described in
25 subsection (e). The Feasibility Study shall be prepared at an early stage in the project design

1 when budgeting and other planning decisions are made and must be completed and
2 submitted as required by subsection (b)(2) below prior to any funding approvals.

3 The sponsor of a development project subject to this Article shall consult with the
4 ~~Department of Early Childhood (the "Department") San Francisco Office of Early Care and Education~~
5 ~~(OECE), located in the San Francisco Human Services Agency,~~ in preparing the Child Care
6 Feasibility Study. ~~The Department~~OECE shall be responsible for providing all of the necessary
7 data on the child care needs generated by a specific project, ~~or otherwise OECE will provide all~~
8 ~~of the applicable/needed data on child care needs~~ related to a specific project. The
9 Department~~OECE~~ would provide the child care data for demographics, existing area
10 deficiencies, availability, and pricing. The Department~~OECE~~ would also provide a list of
11 appropriate consultants that have the expertise to conduct a child care feasibility study, as
12 well as any technical assistance related to the understanding and effective use of the child
13 care data required in the feasibility study. This would also ensure that the sponsoring
14 department discusses the project with the Department~~OECE~~ staff and would ensure that the
15 Department~~OECE~~ can educate the sponsoring department and/or their hired consultants about
16 how to successfully implement child care services where a need is identified.

17 * * * *

18 (f) Approval by the Department~~OECE~~. The consultant that prepares the Child Care
19 Feasibility Study required by this Chapter 29B shall be on the list of consultants approved by
20 the Department~~OECE~~ as qualified to prepare the Feasibility Study. If the City agency or private
21 sponsor of a development project subject to this Chapter wishes to use either its own staff or
22 a consultant that is not on the Department~~OECE~~ list, it must obtain the prior written approval of
23 that Office.

24 * * * *

1 **SEC. 29B.5. ANNUAL REPORT BY CITY ADMINISTRATOR.**

2 One year after the effective date of this Chapter 29B, and every year thereafter, the City
3 Administrator shall prepare and submit to the Board of Supervisors a report that summarizes
4 any waivers that have been granted pursuant to ~~§~~subsubsection (c) of this Chapter. A copy of the
5 Annual Report shall also be provided to the San Francisco Child Care Planning and Advisory
6 Council, the Child Care Facilities Interagency Committee, and the Department~~OECE~~.

7
8 Section 7. Article XIX of Chapter 5 of the Administrative Code is hereby amended by
9 revising Section 5.19-5, to read as follows:

10 **SEC. 5.19-5. FAMILY VIOLENCE COUNCIL – COMPOSITION – TERMS OF**
11 **OFFICE.**

12 (a) Composition. The composition of the Council shall broadly represent the ethnic,
13 racial, sex, gender identity, age, and sexual orientation diversity of the ~~the~~communities most
14 impacted by family violence. The Council shall consist of the following individuals or their
15 respective designees:

16 * * * *

17 (26) Director of the Department of Early Childhood~~Executive Director of First 5 San~~
18 ~~Francisco~~;

19 * * * *

20
21 Section 8. Chapter 59 of the Administrative Code is hereby amended by revising
22 Section 59A.2, to read as follows:

23 **SEC. 59A.2. FOOD SECURITY AND EQUITY REPORTS.**

24 * * * *

25 (b) Reporting Departments and Other Reporting Entities.

1 (1) DPH shall work in collaboration with the Department of Children, Youth, and
2 Their Families, Department of Disability and Aging Services, Department of Benefits and
3 Family Support, Department of Homelessness and Supportive Housing, *Department of Early*
4 *Childhood*~~Office of Early Care and Education, First 5 San Francisco~~, Recreation and Parks
5 Department, Human Rights Commission, Municipal Transportation Agency, Planning
6 Department, Department of the Environment, Office of Economic and Workforce
7 Development, Office of the Controller, Office of Contract Administration, and Treasurer & Tax
8 Collector (the “Reporting Departments”) to collect data and publish the Biennial Report.

9 * * * *

10
11 Section 9. Chapter 1 of Article III of the Campaign and Governmental Conduct Code is
12 hereby amended by revising Section 3.1-103, to read as follows:

13 **SEC. 3.1-103. FILING OFFICERS.**

14 Persons holding designated positions shall file the specified statements, declarations,
15 and certificates with the filing officers designated in this Section.

16 * * * *

17 (b) **DEPARTMENT HEADS.**

18 (1) The following department heads of City agencies shall file their Form 700
19 Statements of Economic Interests, Sunshine Ordinance Declarations, and Certificates of
20 Ethics Training with the Ethics Commission:

21 * * * *

- 22 Child Support Services, Director
- 23 ~~Children and Families First Commission, Executive Director~~
- 24 Children, Youth and Their Families, Executive Director

25 * * * *

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District Attorney
Early Childhood, Director
Economic Workforce and Development, Executive Director
* * * *

Section 10. Effective Date. This ordinance shall become effective 30 days after enactment. Enactment occurs when the Mayor signs the ordinance, the Mayor returns the ordinance unsigned or does not sign the ordinance within ten days of receiving it, or the Board of Supervisors overrides the Mayor’s veto of the ordinance.

Section 11. Scope of Ordinance. In enacting this ordinance, the Board of Supervisors intends to amend only those words, phrases, paragraphs, subsections, sections, articles, numbers, punctuation marks, charts, diagrams, or any other constituent parts of the Municipal Code that are explicitly shown in this ordinance as additions, deletions, Board amendment additions, and Board amendment deletions in accordance with the “Note” that appears under the official title of the ordinance.

APPROVED AS TO FORM:
DAVID CHIU, City Attorney

By: /s/ Henry L. Lifton
HENRY L. LIFTON
Deputy City Attorney

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