



**SAN FRANCISCO
HUMAN SERVICES AGENCY**

Department of Benefits
and Family Support

Department of Disability
and Aging Services

Office of Early Care
and Education

P.O. Box 7988
San Francisco, CA
94120-7988
www.SFHSA.org



London Breed
Mayor

Trent Rhorer
Executive Director

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: INGRID MEZQUITA, OECE EXECUTIVE DIRECTOR
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS DS
EE

DATE: JANUARY 21, 2022

SUBJECT: CHILDREN’S COUNCIL OF SAN FRANCISCO (NON-PROFIT) &
WU YEE CHILDREN’S SERVICES (NON-PROFIT) TO PROVIDE
EARLY CHILDHOOD EDUCATION (ECE) INTEGRATED SERVICES

	<u>Current</u>	<u>Mod</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
GRANT TERM:	07/01/17- 06/30/22	07/01/21- 6/30/22	07/01/17- 06/30/22		
GRANT AMOUNT:	\$426,589,591	\$34,654,684	\$461,244,275	\$13,532,620	\$474,776,895
ANNUAL AMOUNT:	See Table Below				
Funding Source	<u>County</u>	<u>State</u>	<u>Fed</u>	<u>Contingency</u>	<u>Total</u>
MODIFICATION FUNDING:	\$34,654,684			\$13,532,620	\$48,187,304
PERCENTAGE:	100%	%	%		100%

The Department of Human Services (DHS) and the Office of Early Care and Education (OECE) request authorization to modify the existing Early Care and Education Integrated Services grants with Children’s Council of San Francisco and Wu Yee Children’s Services for the period of July 1, 2021 to June 30, 2022 for an additional \$34,654,684 for a new grant amount of \$461,244,275 plus contingency for a new not-to-exceed amount of \$474,776,895. The purpose of the modification is to increase the grant amount in Year 5 for Wu Yee Children’s Services and Children’s Council

of San Francisco in order to continue providing Early Care and Education (ECE) Integrated Services.

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22			FY17-22		FY17-22
Grantee	Y1 Actuals	Y2 Actuals	Y3 Actuals	Y4 Actuals	Y5 Budgeted	Modification/Addition	Y5 New Amount	New Contract Total	Contingency	New NTE
Children's Council of San Francisco	\$53,371,706	\$58,277,873	\$78,660,802	\$80,058,801	\$83,784,254	\$28,364,428	\$112,148,682	\$382,517,864	\$11,214,868.00	\$393,732,732
Wu Yee Children's Services	\$11,152,628	\$12,730,529	\$15,853,237	\$15,812,496	\$16,887,265	\$6,290,256	\$23,177,521	\$78,726,411	\$2,317,752.00	\$81,044,163
<i>Modification Amount:</i>						\$ 34,654,684				
Total for ECE Integrated Services	\$64,524,334	\$71,008,402	\$94,514,039	\$95,871,297	\$100,671,519	\$ 34,654,684	\$ 135,326,203	\$461,244,275	\$ 13,532,620.0	\$ 474,776,895.00

Background

The San Francisco Citywide Plan for Early Care and Education envisions a seamless system of continuous access to high quality early education programs for young children 0-5 and their families. Central to this vision is providing a fair rate to the service providers, which better reflects the cost of administering quality services. Empowering families with information to assist them in choosing quality early care and education options is a key component in this plan. The plan also established target populations for whom services are prioritized.

Under the guidance of the San Francisco Office of Early Care and Education (OECE) in partnership with the San Francisco Human Services Agency (SF-HSA) ECE Integrated Services partner(s) will:

- Improve outreach, information and enrollment to seamlessly connect families to quality child care choices in a timely way;
- Broker assistance to families to pay for services when needed;
- Ensure providers are paid an enhanced local rate to support quality programming, while leveraging federal and state funding whenever possible; and
- Promote continuous participation quality child programs for children among target populations, and, if needed, draw or adjust funding sources to ensure continued participation in programming.

Services to be Provided

Both ECE Integrated Services Grantees will deliver subsidy administration and resource and referral services, which are described below.

Subsidy Administration Services:

Grantees will provide the administration of local, state, and federal subsidies such as: Early Learning Scholarship (ELS), Preschool for All (PFA), CalWORKs Stage 1, CalWORKs Stage 2, California Alternative Payment Program (CAAP), Family & Children Services, Families Rising (FaR), QRIS Block Grant. Subsidy administration services include, but are not limited to, need and eligibility determination/redetermination, subsidy payment and family fee calculation, state and federal reporting, and data tracking.

Resource and Referral Services:

Grantees will provide culturally competent and language appropriate outreach and support to low-income families to assist them in connecting to quality child care options that meet their needs. Resource and Referral services will include robust, user-friendly information online about the types of financial support available for families' childcare needs, including ways for families to approximately determine their own eligibility and the dollar amount of financial support they may be eligible for.

Grantees will refer target population families to social services and supports beyond childcare, such as, but not limited to, parenting classes/support groups, food assistance, housing, employment, health, financial support or management, and other needs.

Please see Appendices A-2 and A-3 for each grantee for full details on the scope of services.

Modification

The original Integrated Services budgets were developed as part of the complete citywide redesign of the ECE financing system in San Francisco, i.e., the Early Learning Scholarship (ELS). The original funding model was based on pre-implementation assumptions and projections that eventually needed refinement and modification over time. Rate increases, enrollment funding expansion, cost of doing business (CODB)

adjustments, Board of Supervisors' (BOS) discretionary funding allocations, and additional staffing requirements all contributed to funding modifications unanticipated at the outset of the ELS program implementation.

This modification will do the following:

1. Increase funding in year 5 for Children's Council of San Francisco (\$28,364,428) to cover services for local (Early Learning Scholarship) and State (CalWORKs Stages 1 and 2 and California Alternative Payment Program) child care subsidy
2. Increase funding in year 5 for Wu Yee Children's Services (\$6,290,256) to cover local Early Learning Scholarship child care subsidy and eligibility system

Grantee Selection

Grantees were selected through RFP 744 – Early Care and Education (ECE) Integrated Services. Because the proposed grants are each over \$10,000,000, they are subject to approval from the Board of Supervisors in accordance with Charter Section 9.118(b) of the San Francisco Administrative Code. The Department is concurrently seeking Board approval for the modification of these grants.

Grantee Performance

Both Grantees have been monitored for fiscal, program, and contract compliance and have satisfactorily complied with City requirements.

Funding

The funding is a mix of State, Federal, and General Funds.

Attachments

Appendix A-2, Children's Council Scope of Services

Appendix B-2, Children's Council Budget

Appendix A-3, Wu Yee Scope of Services

Appendix B-3, Wu Yee Budget

Integrated Services FY17-22

January 2021 - Modification

Children's Council

		Actuals Y1 FY17-18	Actuals Y2 FY18-19	Actuals Y3 FY-19-20	Actuals Y4 FY20-21	CURRENT Y5 FY21-22	MODIFICATION Modification #2 Y5 FY21-22	REVISED Y5 FY21-22	REVISED Y1-Y5 TOTAL
IS - CPAC FY17-22	CPAC	\$19,941	\$19,578	\$41,442	\$18,239	\$112,815	\$36,792	\$149,607	\$248,808
	ELS Voucher	\$7,044,613	\$10,943,732	\$15,788,117	\$15,604,148	\$17,550,455	\$5,723,767	\$23,274,222	\$72,654,832.31
	Reserved	\$2,829,339	\$3,326,580	\$3,899,093	\$0	\$0	\$0	\$0	\$10,055,012
	Moderate	\$181,981	\$209,233	\$372,329	\$0	\$0	\$0	\$0	\$763,543
	Bridge	\$216,512	\$613,427	\$338,964	\$0	\$0	\$0	\$0	\$1,168,902
IS - ELS Local Subsidy FY17-22	Local Sub SUBTOTAL	\$10,272,445	\$15,092,972	\$20,398,503	\$15,604,148	\$17,550,455	\$5,723,767	\$23,274,222	\$84,642,290
	Stage 1	\$10,300,011	\$10,748,424	\$8,893,932	\$8,158,303	\$9,160,000	\$2,800,000	\$11,960,000	\$50,060,671
	Stage 2	\$7,109,795	\$9,206,634	\$9,523,434	\$7,861,588	\$5,347,927	\$1,836,155	\$7,184,082	\$40,885,532
	CAPP	\$472,312	\$628,000	\$772,822	\$834,727	\$908,237	\$568,213	\$1,476,450	\$4,184,310
	FCS	\$2,386,068	\$2,209,881	\$2,054,181	\$1,763,502	\$1,788,222	\$1,010,901	\$2,799,123	\$11,212,755
IS - Federal/State Subsidy FY17-22	Fed/State SUBTOTAL	\$20,268,186	\$22,792,938	\$21,244,369	\$18,618,120	\$17,204,386	\$6,215,269	\$23,419,655	\$106,343,268
IS - Fiscal Intermediary FY17-22	Fiscal Intermediary	\$21,292,991	\$19,724,841	\$34,567,864	\$44,964,374	\$47,937,253	\$16,069,204	\$64,006,457	\$184,556,526
IS - Help Desk FY17-22	Help Desk	\$99,031	\$249,854	\$288,757	\$262,639	\$287,020	\$93,607	\$380,627	\$1,280,908
IS - Resource & Referral FY17-22	Resource & Referral	\$384,769	\$397,690	\$319,329	\$591,281	\$692,325	\$225,789	\$918,114	\$2,611,183
IS - State QRIS Block Grant - CARRYFORWARD 16	State QRIS Block Grant	\$1,034,344	\$0	\$0	\$0	\$0	\$0	\$0	\$1,034,344
	Emergency Back Up & Suppl	\$0	\$0	\$1,480,312	\$0	\$0	\$0	\$0	\$1,480,312
	Family Fees	\$0	\$0	\$320,225	\$0	\$0	\$0	\$0	\$320,225
IS - Covid Emergency Initiatives FY19-20	SUBTOTAL	\$0	\$0	\$1,800,537	\$0	\$0	\$0	\$0	\$1,800,537
ANNUAL TOTALS/Contract Amount:		\$53,371,706	\$58,277,873	\$78,660,802	\$80,058,801	\$83,784,254	\$28,364,428	\$112,148,682	\$382,517,864

PREVIOUS Not to Exceed: \$376,052,445
Program Additional Funding Requested: \$6,465,419

Contingency:
 10% Contingency on Additional Funding \$646,542
 Supplementary Contingency \$10,568,326
TOTAL CONTINGENCY: \$11,214,868 10% of FY22 Amount
Additional Funding Requested: \$17,680,287

Children's Council NEW Not to Exceed: \$393,732,732

		Actuals Y1 FY17-18	Actuals Y2 FY18-19	Actuals Y3 FY-19-20	Actuals Y4 FY20-21	CURRENT Y5 FY21-22	MODIFICATION Modification #3 Y5 FY21-22	REVISED Y5 FY21-22	REVISED Y1-Y5 TOTAL
Wu Yee	Combined FY17-22	\$10,692,118	\$12,282,922	\$15,202,123	\$15,286,552	\$16,272,723	\$6,099,189	\$22,371,912	\$75,835,626
IS - Resource & Referral 17-22	ECE Resource & Referral	\$354,463	\$447,607	\$529,581	\$525,944	\$614,542	\$191,067	\$805,609	\$2,663,204
IS - CalWorks Outreach FY17-18	CalWorks Outreach	\$106,047	\$0	\$0	\$0	\$0	\$0	\$0	\$106,047
IS - Covid Emergency Initiatives FY19-20	Family Fees	\$0	\$0	\$121,533	\$0	\$0	\$0	\$0	\$121,533
ANNUAL TOTALS/Contract Amount:		\$11,152,628	\$12,730,529	\$15,853,237	\$15,812,496	\$16,887,265	\$6,290,256	\$23,177,521	\$78,726,410

PREVIOUS Not to Exceed: \$75,810,088
Program Additional Funding Requested: \$2,916,322

Contingency:
 10% Contingency on Additional Funding \$291,632
 Supplementary Contingency \$2,026,120
TOTAL CONTINGENCY: \$2,317,752 10% of FY22 Amount
Additional Funding Requested: \$5,234,074

Wu Yee NEW Not to Exceed: \$81,044,162

Appendix A-2 – Services to be Provided
Children’s Council of San Francisco – Early Care and Education Integrated Services
Child Care Program Subsidies
July 1, 2021 to June 30, 2022

1) Purpose

The purpose of this grant is to provide Early Care and Education Integrated Services. The Grantee is central to the implementation of the OECE Citywide Plan for Early Care and Education (ECE), through the effective leveraging of state and federal child care subsidy opportunities for families and supporting the Early Learning Scholarship (ELS) goals of continuity of care and choice in high quality care options for families. The ECE Integrated Services Grantee will manage:

- Oversight of both local (Early Learning Scholarships) and State (CalWORKs Stages 1 and 2 and California Alternative Payment Program) child care subsidy and eligibility system that includes:
 - Client eligibility and need determination, according to program type
 - Subsidy enrollment
 - Child care provider services, including orientation to voucher reporting
 - Rate setting for subsidy payments according to state and/or local policies
 - Administration and issuance of provider payments
 - State noticing/informing requirements and due process rights for applicants and enrolled families
 - Coordination and leveraging of the citywide subsidy system to ensure state and federal dollars are used before city/county funding whenever possible
- TrustLine services which provide background clearances of license-exempt child care providers through the State TrustLine Registry
- Center-MRA and Preschool For All provider reimbursements (All non-SFUSD Preschool For All sites)
- Monthly, quarterly, and annual tracking and reporting to assist with citywide planning related to utilization
- Outreach and support to families through comprehensive ECE Resource and Referral services

The overall program goals are to:

- Timely and seamlessly connect families to quality early care choices. ;
- Connect families to available community resources, including assistance in paying for ECE services;
- Ensure providers are paid an enhanced local rate to support quality programming, while leveraging federal and state funding whenever possible; and
- Ensure continuous quality improvements to the citywide ECE system through robust and continuous system data reporting and evaluation
- Promote continuous participation in quality programs for children among eligible populations.

2) Definitions

0-5 Continuity	Eligible population families who lose subsidy eligibility for state funding may continue in care until their child reaches kindergarten with annual eligibility redeterminations for state/federal funding
AP	Alternative Payment state contracted child care vouchers; AP Agencies are those public or private non-profit agencies contracting with California Department of Education to administer child care voucher programs
CAPP	California Alternative Payment Program
CARES 2.0	Compensation and Retention Early Educator Stipend
CDE	California Department of Education
CDSS	California Department of Social Services
Comprehensive Fiscal Analysis (CFA)	The Comprehensive Fiscal Analysis was conducted by a national team of experts, providing an inventory of federal, state, and local investments. It proposes, approaches, and models for restructuring San Francisco's local early care and education investments. The CFA proposals and analysis is fundamental to the ELS redesign for the city. http://sfoece.org/wp-content/uploads/2016/04/CFA-Report.pdf
CPAC	Childcare Planning and Advisory Council
CBO	Community-based organizations, including Family Resource Centers
Center-MRA	Center-MRA is the name for locally funded enrollments that are part of an ELS qualified center's MRA as indicated in their FY 2020-2021 Funding Agreement. Centers can use their MRA funding to support PFA, Title 5 Gap, and fully funded Center-MRA enrollments. Center-MRA replaces ELS Reserved and Moderate enrollments. Center-MRA enrollments and attendance are reported in Mocha.
DHS	San Francisco Department of Human Services, a division of HSA
Dream Keepers	A Mayoral initiative with the goal of improving outcomes for San Francisco's Black and African-American youth and their families through the provision of family-based navigation supports to ensure that the needs of all family members are addressed cohesively and comprehensively. The initiative aims to break the cycle of poverty and involvement in the criminal justice system for the families in its City programs and ensure that new investments, including in youth development, economic opportunity, community-led change, arts and culture, workforce, and homeownership, are accessible to San Francisco's families who are most in need.

Early Learning SF (ELSF)	Early Learning SF (ELSF) is a centralized eligibility and waiting list designed to assist families in connecting with quality early care and education options. Through real-time vacancy information and program and family profiles, the waitlist matches family needs/preferences with available subsidized ECE program options.
ECE	Early care and education
ELS	San Francisco Early Learning Scholarships, which are local funds: 1) fully funded at the CFA calculated rate; or 2) are an enhancement to a state or federally subsidized child, to reimburse at the CFA calculated rate. OECE may determine, over time, changes in costs or tiers for ELS reimbursement.
ELS-Voucher)	Early Learning Scholarships for which the city is paying the full tuition at the CFA calculated rate.
ELS-Gap (now part of MRA)	Early Learning Scholarship (ELS) Gap provides local funding to cover the “gap,” when one exists, between the maximum state subsidy reimbursement rate (i.e., Regional Market Rate or Standard Reimbursement) and the CFA calculated rate
ELS-PFA (now part of MRA)	San Francisco’s Preschool for All program offering universal free part-day preschool for four-year olds enrolled in PFA programs
Enhanced Case Management	A continuum of support for FCS families from the beginning of the child care navigation and enrollment process through referral to other child options in the case of FCS case closure or termination of Bridge Program funding. Enhanced case management also includes trauma-informed coaching for providers as appropriate to ensure a successful child care placement.
Families Rising (FaR)	Families Rising (FaR) is a San Francisco mayoral initiative (formerly P500) that seeks to prevent the transfer of poverty from one generation to the next by providing meaningful pathways up and out of poverty, and by building an integrated and comprehensive system of care
FCS	Family and Children’s Services. ECE for families in the At-Risk, CPS and Foster Care system in San Francisco; including the Emergency Child Care Bridge State Program.
HSA	San Francisco Human Services Agency
Low-Income	Families at or below 85% of the State Median Income as determined by the California Department Education
Maximum Reimbursable Amount (MRA)	The Maximum Reimbursable Amount (MRA) is the maximum amount an ELS qualified center can earn, as established in the FY 2020-2021 Funding Agreements, through a mix of PFA, center-MRA, and Title 5 (ELS Gap) enrollments, calculated at the current ELS rates. The MRA total funding for each center is based on actual amounts from their FY 2019-2020 enrollments and earnings in the following funding

	categories: PFA, Title 5 ELS-Gap, ELS-Reserved, and ELS-Moderate. MRA funding is to support enrollments through a combination of in-classroom instruction and/or distance learning. MRA enrollments are reported in Mocha.
OECE	Office of Early Care and Education
Program Year Continuity	Low-income families who lose state subsidy eligibility may continue in care until the end of the program year, typically prior to fall through an ELS Bridge payment
QRIS	Quality Rating and Improvement System established by the State of California and adopted by San Francisco as a standard of quality. CA-QRIS Rating Matrix
QRIS State Quality Block Grant	CDE funded state stipends for quality in Title 5 contracted settings. Also the basis for a local program for non-state contractors participating in the quality system.
Reasonable Notice	In CalWORKs reasonable notice will be 2 weeks (due to overpayment considerations). Any state regulatory requirements shall supercede all local contract requirements. Additional notice shall be provided when information is available. In ELS, reasonable notice shall be 30 days. When Family & Children's subsidies are vouchered, reasonable notice shall be 30 days and will include notice to the child's Protective Services Worker in FCS.
Resource and Referral	Assisting parents in finding child care that best meets their family needs through the provision of robust, up-to-date information regarding licensed providers
San Francisco Citywide Plan for Early Care and Education	The San Francisco Board of Supervisor's approved Early Care and Education plan to align early education goals, frameworks, funding, and outcomes targeting children birth through age five
Trustline	TrustLine is a database of license-exempt providers that have cleared criminal background checks in California. It's the only authorized screening program of in-home caregivers in the state with access to fingerprint records at the California Department of Justice and the FBI.

3) Eligible Populations

The San Francisco child care system serves the needs of families with children 0-5 with a focus on low income families and a particular emphasis on providing targeted supports to families who continue to experience ongoing systemic inequities and racial discrimination. This population includes, but is not limited to, children from families who are involved in the Child Welfare System (FCS), Foster Care Bridge Program, At-Risk, homeless, survivors of domestic violence and families from the African American, Latino, Native America, and Pacific Islander communities.

Specific eligibility requirements for state funded programs are defined by their respective funding agencies (e.g., The California Department of Social Services funds CalWORKs Stage 1 which serves low-income CalWORKs eligible families while the California Department of

Education funds CAPP which serves low-income families and CalWORKs Stages 2 and 3 which serves former CalWORKs aided families). Certain subsidy programs may also serve children 0 through 12 years of age. Early Learning Scholarship enhanced reimbursement rates are offered to ELS qualified providers and subject to fund availability.

4) **Communications and Messaging**

Grantee will work closely with OECE to ensure messaging alignment with respect to Grantee's communications with ECE programs, community and government agencies, stakeholders, parents, and other members of the public.

5) **Description of Services – Early Care and Education Subsidy Administration.** Grantee will provide the following services:

- **Integrated Child Care Case Management:** Grantee will work across its internal departments to provide integrated child care case management services for eligible families to assist them in accessing and maintaining quality early education experiences.. Grantee will provide case managed families with ongoing support and regular check-ins as family circumstances may change or their experiences over time with an early education provider may provide the Grantee with important information to better assist the family with their developing needs and circumstances. Grantee will record case notes for every case managed family interaction to ensure they capture detailed information regarding the family's situation, needs, and recommended next steps..
- **Family Choice & Fiscal Leveraging:** Grantee will balance family choice and fiscal leveraging. On one hand, Grantee will counsel families on all applicable subsidized care options, emphasizing the importance of quality. Likewise, at certification, Grantee will screen families for state/federal subsidies to attempt to use those funds to support families, whenever possible.
- **Family Support:** Continuity of Care is a key component of the Office of Early Care & Education's design of programs and policies that support families' and children's consistent engagement in quality early learning experiences. If a family loses a state or federal subsidy, Grantee will work with OECE to enroll children in an ELS-Voucher. Grantee will closely track the reasons families lose state or federal subsidy eligibility, with increased attention on those who fall out of eligibility at recertification.
- **High Quality Services Experience:** Grantee will continue to streamline all aspects of subsidy system administration and service delivery, with a focus on improving the experience for families and child care providers, taking full advantage of the latitude allowed by state programs. For locally-funded programs, Grantee will work to simplify what and how parents must report, helping families maintain their ECE services and improving continuity of care. Grantee will also explore improvements in systems administration such as online provider reporting, automating child eligibility screening and enrollment, and attendance tracking that could then be linked to payment calculation, billing and reporting.
- **Emergency Back-Up and Rapid Response Care:** Grantee will promote and preregister eligible families with Emergency Back-Up/Mildly Ill child care services and connect families

with Rapid Response (now called SWAT) child care, as needed. Grantee will partner with Family Support Services (FSS) to outreach to and share their services with current and potential families at HSA locations, and will preregister eligible families at intake and recertification. Grantee will maintain close communication with FSS to identify potential families eligible for service through CalWORKs. Grantee will also provide support to families in Rapid Response (now called SWAT) by sending families curated lists of prescreened providers with openings that match their needs.

- **First Aid Training:** Grantee will provide CPR and First Aid training to child care providers, in their home language and/or provide translation as needed.
- **State/Federal Child Care Subsidy Administration, including CalWORKs Stage 1, CalWORKs Stage 2, CAPP, FCS, and FaR; TrustLine background checks**

Grantee will administer CalWORKs Stage 1, CalWORKs Stage 2, CAPP (CAPP-HSA), Family and Children’s Services (FCS), and Families Rising (FaR) child care subsidy programs. Grantee will adhere to all federal, state and local program requirements, policies, and laws related to the administration of these programs. (Confidentiality requirements will be followed; however, state law permits the sharing of information between APs, R&Rs, Early Learning SF and Contractors for the purpose of administering CalWORKs child care.) child care services will be administered with the following program-specific considerations.

1. *CalWORKs Stage 1*

Building on information provided to families at their CalWORKs orientations, Grantee will conduct in-person or virtual intake appointments with all families referred to Grantee for CalWORKs Stage 1 subsidized child care, providing additional counseling about their child care options and establishing a relationship to provide ongoing personal assistance while they are receiving services. Grantee will communicate regularly with HSA CalWORKs Grantee as needed to ensure the highest level of service delivery.

2. *CalWORKs Stage 2*

Grantee will guide families through the transition from CalWORKs Stage 1 into CalWORKs Stage 2 using specific knowledge of the family’s circumstances to provide tailored services. When families become certified for CalWORKs Stage 2, Grantee will provide ongoing services to help families maintain their eligibility—calculating changes in income and family fees, authorizing changes in child care when hours of activities change, requesting third-party documentation, etc.—and transitioning families into CalWORKs Stage 3 at the end of their Stage 2 eligibility period. Grantee will provide case management services over time to help families understand their child care options as their children grow, while connecting families to other community resources that can help them on their path toward self-sufficiency.

3. *CAPP-HSA*

Grantee will utilize monthly subsidy enrollment and expenditure projections to determine the number of CAPP enrollments needed each month to fully utilize the dollars available under the HSA state CAPP contract. When CAPP-HSA slots are available, Grantee will select families from the 1) FCS emergency Child Care Bridge, 2) FCS –CPS cases and 3) the San Francisco Waitlist in priority order, as determined by CDE, and use the Family

Profile to conduct “pre-screening” interviews, ensuring that all information is current, and as needed, informing parents about ELS options, including which providers have openings. Grantee will certify and enroll the family into the CAPP program and help them find a provider if they do not already have one. Once enrolled, Grantee will provide ongoing services to help families maintain their eligibility, including periodic recertifications in accordance with state rules. As with CalWORKs Stage 2 families, Grantee will provide case management services over time and connect families to other community resources that can help on their path toward self-sufficiency.

4. *Continuity of Care for CalWORKs Stage 2 and CAPP*

If a CalWORKs Stage 2 or CAPP family loses their eligibility, the Grantee will certify that the reason for losing eligibility could not be resolved per state regulations, and will work with OECE to determine eligibility for any child under five for an ELS-Voucher. If the family is determined to be eligible and funding is available for an ELS-Voucher, the Grantee will work to ensure the child’s seamless transfer to an ELS-Voucher..

5. *Family and Children’s Services*

Grantee’s FCS child care navigator team will work to ensure families with an open San Francisco CPS case are successful in linking to local, state, and federally funded quality ECE child care programs.

- Grantee will help families understand their child care program options and types of ECE programs available, particularly ELS Qualified programs and will provide FCS families with specific referrals to ELS Qualified programs with openings that meet the families’ unique preferences and the children’s developmental needs.
- Grantee will also enroll children on the San Francisco waitlist and connect with the local Head Start/Early Head Start agencies to coordinate enrollment in a state or federally-funded programs, honoring parental choice
- Once a child is placed in care, Grantee will follow-up at least once every quarter with families and their ECE programs to ensure a successful enrollment and good fit for the child. In cases where the child is placed with a family member outside of San Francisco or outside of California, Grantee will continue to provide personalized assistance in coordinating the paperwork process and facilitating payments to child care providers in those locations.

Grantee will be responsible for the implementation and ongoing administration and county/state reporting for the Emergency Child Care Bridge Program for Foster Children (Bridge Program) as described in The California Department of Education’s All County Letter (ACL) 17-109. Grantee will administer all three components of the program:

(1) Emergency child care voucher: Eligible families may receive a time-limited child care voucher or payment to help pay for child care costs for foster children birth through age 12, children with exceptional needs, and severely disabled children up to age 21. All vouchers and payments must be paid in accordance with the SF ELS reimbursement rate ceilings for child care payment rates.

(2) Child care navigator:

- Each eligible family will be assigned to a child care navigator. The navigator will assist with finding a child care provider, securing a child care placement, completing child

care program certifications, and developing a plan for long-term child care appropriate to the child's age and needs.

- Eligibility for navigator services shall not be contingent on a child's receipt of a child care payment or voucher. At least 6 months prior to FCS case closure or termination of Bridge Program funding, the Grantee's FCS child care navigators will connect eligible children with continued services through age five utilizing ELS-City, CalWORKs, CAPP, Head Start/Early Head Start or other Title 5 funding.

(3) Trauma-informed training and coaching: Grantee will develop a Logic Model for ECB-TIT to ensure that all childcare programs participating in the Bridge & FCS Programs will receive access to trauma-informed care training. The logic model will be reviewed at least once annually. Childcare providers will also receive access to coaching and be connected to community resources available to assist them in applying training curriculum and learn strategies for working with children in foster care.

Grantee will code FCS child care services as requested by OECE, HSA, and/or CDSS to ensure proper tracking and invoicing for state and federal claiming purposes. HSA shall identify the status of the eligibility and case status and the Grantee will pay and bill according to the reported status.

Grantee will also be required to submit data and outcomes using the Emergency Child Care Bridge Program for Foster Children report (CCB 18). The CCB 18 report includes data on Bridge Program vouchers eligibility and enrollment, type of voucher placements and child care settings, the length of time receiving voucher, and transition information. The data also includes the number of referrals to, and families served by, child care navigators and the number of trauma-informed care trainings held.

6. *Families Rising (FaR)*

Grantee will offer early child care subsidy engagement services for all FaR families. Early engagement services include: introduction to the subsidy system, overview of the Quality Rating Improvement System, customized list of child care referrals and enrollment into one of our parenting workshops (such as Choosing Child Care).

Grantee will administer FaR subsidies (State/Local) to ensure continuity of care and continually assess each family's eligibility for federal or state-funded programs to avoid any gaps in service. FaR Grantee will also collaborate with FaR Mobility Mentors and CalWORKs Case Managers to ensure successful child care placements and provide any updates to parents' participation.

- **Local Child Care Subsidy Administration**

Early Learning Scholarships: Grantee will administer the local Early Learning Scholarship (ELS) child care program in partnership with Wu Yee Children's Services' ELS administration work. Grantee will closely coordinate services and seamlessly integrate data and reporting with Wu Yee Children's Services.

1. *ELS-City (Voucher)*

Grantee will administer ELS-Vouchers. For ELS- Vouchers, Grantee will use monthly projections to determine the amount of funding available and enroll families accordingly of off ELSF following OECE’s priority enrollment policies.

Grantee will certify families as eligible for ELS-Voucher and manage the full subsidy administration process for both family and program. To ensure families who lose eligibility for state or federal subsidy programs can maintain continuity of care in their ELS program Grantee will work with the family and program to obtain an ELS-Voucher. Depending on the needs and preferences of each family, the Grantee will develop a full understanding of the family’s circumstances, including early learning goals for their children, helping to guide them on their journey through the early education system and ultimately elementary school enrollment.

Coordination with Homeless Child Care Case Management Grantee (Compass Family Services)

For homeless families waiting on Early Learning SF and/or receiving ELS-Vouchers, the Grantee will work with Compass Family Services to determine funding availability and process provider payments. Grantee will maintain regular communication around trends in homeless families’ ability to secure child care. Grantee will collaborate closely with Compass Family Services to ensure efficient and effective child care subsidy enrollments

1. *ELS-Gap on State Voucher*

Grantee will calculate and administer ELS-Gap funding for all state vouchers. ELS-Gap payments will be made directly to child care providers, calculated based on enrollments documented through the subsidy voucher database (CC3). Child enrollment data with specific funding types, hours, rates and attendance will be pulled from the system with the rates for each child compared to the applicable ELS Center or ELS Family Child Care (FCC) rate, as specified by OECE. The ELS-Gap payment will be adjusted for changes in the base rate paid by state or federal subsidies. To streamline support and reporting, the calculation and distribution of ELS-Gap payments will be calculated and issued monthly based on actual enrollment reported in the subsidy data systems.

2. *QRIS Block Grant for Title 5 and Non-Title 5 Providers*

In coordination with OECE, Children’s Council will calculate and distribute, as funding allows, annually, the Quality Rating Improvement System (QRIS) Block Grant awards based on the locally-established funding formula to support eligible ELS sites who are rated at Tier 4 and 5. As needed, state and local QRIS Block Grants will be tracked and reported separately to OECE.

• *Integrated Services*

Grantee will provide the following:

- 1.** Issue all State child care Notices of Action regarding changes in eligibility. All families will be given reasonable notice of action as required by State regulation.
- 2.** Fingerprint (using the TrustLine system) all license-exempt care providers, including related license-exempt caretakers in accordance with State law. No child care payment shall be made until the provider is criminally cleared through the TrustLine

process and all retroactive TrustLine clearance timelimits shall be administered in accordance with State policy.

3. Ensure there are signed confidentiality agreements for all of its staff and members of collaborating agencies' staff that have access to information and eligibility for CalWORKs, ACCESS or FCS protective service status information of HSA's clients and former clients.
4. In the event of a declared emergency, Grantee's staff may be engaged as part of the city's response to the disaster/declared emergency. Grantee agrees to ensure their staff receive city Emergency Response training, to be planned and delivered in coordination with the HSA Emergency Response Coordinator.
5. Monitor child care subsidy eligibility, authorization, and utilization as prescribed by CDE policies and procedures in addition to any Alternative Payment Monitoring Unit (APMU) auditing standards and recommended best practices. Monitor compliance internally utilizing state procedures for compliance monitoring in order to maintain grant performance within state error rate level.

6) Description of Services – Teacher Stipends. Grantee will provide the following services:

- Grantee will distribute the Compensation and Retention Early Educator Stipends (CARES 2.0) biannually from FY20 through FY22. The early educator stipends are specifically to address Early Care and Education (ECE) workforce retention and compensation pressures in city-funded early learning programming. Children's Council will work with OECE to assess program measures, including stipend uptake, issuance challenges, and stipend effects on the ECE workforce.

7) Description of Services – Child Care Resource and Referral Services. Grantee will provide the following services:

- **Family Support:** Grantee will work across its internal departments to provide integrated family support services to low-income families to help them achieve their goals. These services will meet families where they are to provide comprehensive, flexible and individualized support and connection in a way that affirms and builds on families' strengths.
 - Tailored Family Support Services include counseling in finding and paying for child care, online child care search, trainings and workshops, child care navigation services, referrals to specialized community resources and connection to Children's Council's Parent and Caregiver Education programs.
 - Enhanced Family Support to Families from Target Populations. With emphasis on families with children with special needs and/or who are homeless.
- **Early Learning SF Family Support:** Grantee will support families' application to and use of Early Learning SF to secure quality child care.
 - Grantee will assist families in developing a profile and articulating preferences for care. Grantee will monitor activity within the system, and as families are matched with possible programs, follow-up with families via email, text or phone calls, as appropriate, to support family exploration of options and progress toward enrollment in subsidized child care.

- New families assigned to the Grantee will have their ELSF application reviewed and be contacted for any additional information needed in accordance with agreements made at the ELSF Implementation meetings.
- Grantee will support to look for child care through manual referral.
- When a family applies to Early Learning SF and is assigned to Grantee, Grantee will reach out to screen them for eligibility for other state-/federally-funded subsidy programs (such as CalWORKs) and conduct an in-depth phone interview to update eligibility and need information. If a family has been selected for a slot Grantee will contact the family to assist them in selecting a program and when necessary provide a “warm-handoff” to subsidy staff to facilitate an enrollment.
- For Center-MRA enrollments, Grantee will monitor Center-MRA vacancy reporting to support ELS centers in appropriately maximizing MRA funding through enrollments
- Grantee will support data integrity by, updating family applications, inactivating applications, and merging duplicates. All family applications assigned to Grantee will be updated as often as needed or at least quarterly. Grantee will also update individual family profiles outside of scheduled process as staff become aware of new information.
- **Community Outreach:** Grantee will engage in coordinated outreach and communication to maximize its engagement of eligible families, particularly those from OECE designated communities needing targeted supports.
 - Grantee will develop/ review a Community Outreach Logic Model or a detailed plan with specific activities and timelines at the beginning of each fiscal year to help guide the desired outcomes.
 - Not limited to, Grantee will work with community-based organizations that work with subsidy eligible families/groups (e.g., neighborhood clinics and hospitals, family resource centers, recreation centers and parks, churches, Women Infant Children Clinics, San Francisco Public Library, etc.) so they have child care information on-hand and knowledgeable staff who know how to refer families to the Grantee for more information about child care, assistance in finding child care and support in connecting to child care subsidies.
 - Grantee will utilize a variety of outreach strategies such as text-messaging, email, social media and direct mail campaigns to specific neighborhoods to engage families. Additionally, Grantee will explore the cost-effectiveness of targeted print/digital/outdoor advertising to determine a return-on-investment.
 - Grantee will report on Outreach activities and their impact on families and programs at least once a quarter.
 - As requested by OECE, Grantees will pivot on outreach priorities in order to respond to community needs.

8) Co-Location at Human Services Agency Sites - Grantee will staff a help-desk at 170 Otis Street to maximize engagement with eligible families, prepare them for the child care search experience, and support their ability to meet their basic needs.

- Grantee provide child care enrollment counseling and services and child care R&R services to both CalWORKs eligible and non-CalWORKs eligible clients.
- Distribute diapers as part of the San Francisco Diaper Bank program.
- Grantee will conduct 2-3 weekly child care enrollment workshops under the direction of CalWORKs participants at 3120 Mission and 1800 Oakdale. Presentation will include specifics on the process to starting care, provider types and customized TA for clients.
- **Online Information:** Grantee will maintain and continuously improve information available that supports families' ability to find and pay for child care that meets their needs.
 - Specific information available will include types and costs of care, types of financial assistance, and indicators of quality care.
- **Feedback Loops:** Grantee will seek feedback from families to inform continuous improvement of services.
 - At minimum, Grantee will survey families annually to solicit feedback on quality of services. As capacity and experience with feedback loops expands, Grantee will move toward more regular and high-quality feedback loops.
 - Grantee will develop an action plan to describe the system improvements based on the feedback received. Such plan will include timeline for implementation.
- **Additional R&R Services: First Aid Training, Reporting**
 - Grantee will provide CPR and First Aid training to child care providers, in their home language and/or provide translation as needed.
 - Grantee will create and deliver monthly, quarterly, semi-annual, annual and ad hoc reports about funding and the populations (families/prorams) accessing services.

9) Description of Services—Nutrition Service

Grantee will work with providers through CACFP and Healthy Apple to support adoption of nutrition and physical activity practices aligned with the Health, Nutrition and Physical Activity CA-QRIS Pathways to address prevention of diet-sensitive chronic diseases and sugary drink consumption, among other topics related to nutrition and physical activity, with the ultimate goal of reducing rates of childhood obesity.

1. Recruit, advise and connect programs to Child & Adult Care Food Program (CACFP) for financial resources to improve the quality of the meals served to children in their care
2. Work with each participating program around goal-setting to improve practices.
3. Administer funding (pass-through) for food for young children to programs.
4. Provide resources, training, and coaching in English, Spanish, and Chinese to help programs meet goals and covering a variety of topics including:
 - a. Drafting and implementing a Wellness Policy
 - b. Strategies for maintaining positive eating practices during Covid-19
 - c. Integrating outdoor/nature play into existing curricular plans

5. Engage in recognition and celebration of programs who have demonstrated excellence in their nutrition and physical practices.
 - a. Create and implement a plan for how to engage programs during Shelter-in-Place order
6. Collaborate with applicable health-focused agencies and initiatives such as Department of Public Health, SF Food Security Task Force, San Francisco Children and Nature Collaborative and others.
7. Data and Reporting:

On semi-annual basis (due by Jan 15 and July 15) provide:

- a. A narrative report that summarizes the following:
 - i. The progress of the implementation of HA best practices at participating sites.
 - ii. Total number of all child care providers and children enrolled at sites served by HA and CACFP, broken down by ELS/non ELS AND program zip code
 - iii. Workshops offered and attendance

10) Description of Services – Help Desk. Grantee will provide technical support to ECE programs and CBOs on their required or encouraged use data systems. In general, the Grantee will:

- Orient ECE programs and CBOs to these systems, help trouble-shoot problems, identify capacity gaps, and design and deliver one-on-one and group supports to address identified needs. All support will be offered in Cantonese, Spanish and English. The grantee will prioritize support to ELS-qualified programs.
- Utilize feedback and experience to guide continuous program improvement, including reducing redundancies, streamlining processes, and reducing the administrative burden on ECE programs.
- **Data Systems.**
 - *MOCHA*: Grantee will assist Programs funded with MRA funding to comply with required reporting of their full enrollment, attendance, DRDP assessments, and some additional information into the Mocha system. Grantee will assist all ELS-qualified programs to report this information in Mocha.
 - *California ECE Workforce Registry*: Grantee will provide support to all ELS-qualified and PFA programs and their staff to report and track staff roles, qualifications and education information; all non-OECE funded, licensed ECE programs are encouraged to use the system and can access the state Help Desk services directly from the Registry office.
- *Early Learning SF*: Grantee will provide support to all ELS-qualified programs (including ELS-Reserved and Title 5) seeking to enroll children with ELS subsidies to use the system to identify eligible children. **On-Demand Technical Assistance.** The Grantee will:
 - Provide timely and responsive technical support via phone and email. At minimum, support will be available Mondays – Fridays from 8:30 AM – 5:00 PM, one evening a

week from 5:00 PM to 7:00 PM and will be broadly advertised to programs. Extended evening and/or weekend hours will be available to meet demonstrated need.

- Provide in-person support to users at various public venues, including OECE’s all-partner meetings, conferences and ECE program gatherings.
- Will increase active participation at ELS Qualified Program round tables and/or will lead a program updates at least twice a year.
- The Grantee will utilize data, staff experience and user feedback to understand trends among users, which will inform ongoing refinement of user support. Specifically, the Grantee will:
 1. *Mocha*. Based on data trend analysis, the contractor will 1) identify areas where programs need additional support. The Grantee, 2) will provide one-on-one and group coaching to ensure identified ELS-Qualified programs meet reporting requirements, and 3). In addition, the Grantee will communicate process and systems recommendations to OECE, and support adoption of refinements, as needed and appropriate.
 2. *California ECE Workforce Registry*. The Grantee will provide phone and email support OECE-funded and non-OECE funded ECE programs and their staff in creating and updating profiles, utilizing reports and taking advantage of additional features as they become available, underscoring the importance of accurate and up-to-date information.
 3. *Early Learning SF*. The Grantee will support ECE programs’ use of the system to report timely and accurate vacancy information, take timely action on families in their screening queue and update families’ status. The Grantee will utilize systems to support system level and program level goals.
- **Group and Individual Trainings.** The Grantee will plan, advertise and conduct group and individual training sessions in person at Children’s Council and/or other designated, accessible locations and/or virtually. Regularly occurring group trainings will be scheduled at least three months in advance and the contractor will keep an updated schedule of trainings available on its website, in addition to sharing it with OECE to post on their website. Trainings will include:
 - Database overview trainings
 - On-demand trainings responding to individual user needs
 - Proactive trainings responding to trends in ECE programs’ needs/OECE’s direction
- **Coordination, Research and Communications.** The Grantee will:
 - Participate in coordination efforts with OECE and its partners to ensure streamlined and effective delivery of technical assistance and training.
 - Research ECE programs’ questions or challenges, flag emerging issues with the data systems for OECE, and develop materials as needed for trainings.
 - Create and maintain up-to-date tip sheets and other online materials, such as training videos and resources, on both its website and for OECE to post on its website, as needed

or directed by OECE. All user support materials will be available in English, Spanish and Chinese.

- Staff will include the OECE logo on all related communications (tip sheets, email signatures, website pages, etc.) and will announce at all trainings and/or meetings that Help Desk services are funded by OECE. For any communications related to the new wait list, the contractor will adhere to branding guidelines that OECE provides. Build and maintain relationships with:
 - CBOs to promote awareness of Early Learning SF and encourage them to support families with applying.
 - City-funded ECE programs to increase awareness of Early Learning SF as a mechanism to fill vacancies.
- **Data Integrity.** The Grantee will:
 - Generate monthly reports for children enrolled in Mocha and coordinate inactivation process in Early Learning SF with Integrated Service Agencies.
Run a weekly report in Early Learning SF that identifies vacancies reported and enter that information as appropriate into their R&R database so that information can be used for referrals beyond Center-MRA, ELS Voucher, and Title 5 vacancies.
- **Participation Agreements:**
 - As instructed by OECE, Grantee will execute, amend, and terminate all Participation Agreements. **Grantee will track insurance certificates and other relevant or OECE specified documents related to funding agreements, grants, stipends, etc.**
- **Support Tracking and Reporting.** The Grantee will track all technical assistance offered and regularly share analysis and trends with OECE and share reports monthly with OECE. The contractor will track data on: names of staff and affiliated organization served, language, data system, brief description of issue, and date of assistance requested, date and location of assistance delivered, a description of any follow-up if needed, and a description of any issues related to software or other issues beyond the scope of the Help Desk support.
- **Continuous Improvement.** The Grantee will:
 - Seek to continuously improve the efficacy, efficiency and user experience of the Help Desk services and will participate in quarterly meetings with OECE staff to share observations and reflections on the quality, timeliness and effectiveness of the Help Desk services, and ideas about how to improve early care and education programs' understanding of the data systems, enhance data integrity, and improve the data systems and related processes.
 - Participate in a variety of efforts aimed to better support OECE-funded programs, as needed and directed by OECE, such as focus groups with users of the data systems, advisory committees, and other user input efforts.
- **Role of OECE.** OECE will:
 - Manage the relationship with the vendors for each data system, and will keep Help Desk staff informed of upcoming development and/or changes to the data systems.

- Schedule and participate in regular check-in calls with Help Desk staff to ensure ongoing communication between both parties, to trouble-shoot any issues and inform development needs.

11) Description of Services - Dream Keepers Initiative. Grantee will provide the following services:

- Lead the development and creation of the Early Care and Education components of the Dream Keepers Initiative as envisioned by the Mayor and other key stakeholders. This includes, but is not limited to:
 - (a) Creation of the African American Early Care and Education Policy Council comprised of 30 African American providers meeting bi-weekly
 - (b) Issuing stipends to Council members (i.e., educators)
 - (c) Provide a shared service vendor subscription with integrated strategic technology that reduces the administrative burden for Council members' to participate
 - (d) Lead the Policy Council through a process to deepen members' understanding of the current ECE system, learn from the communities' diverse approaches to the care and pedagogy of young Black children, and, ultimately identify program best practices, recommendations, and next-steps to increase the number of Black educators as well as improve outcomes for Black children in San Francisco.

12) Location and Accessibility of Services:

- Grantee shall provide services in multiple language (including, but not limited to: Spanish, Cantonese, and English), in-person, by phone, email and online during the hours of at least 9:00 AM-5:00 PM Monday – Friday. Extended evening hours, when available, will be broadly advertised to programs.
- In-person services will be at 445 Church Street, San Francisco, California 94114, at OECE-funded programs and at other designated locations for on-site support, group trainings, or information sharing.

13) Service and Outcome Objectives

- **Service Objectives – Early Care and Education Subsidy Administration**

- a. Provide case management services to families, calculated as a monthly average served by end of fiscal year. Numbers may be adjusted over the grant period.
 1. CalWORKs Stage 1: 500 children
 2. CalWORKs Stage 2: 325 children
 3. California Alternative Payment Program: 75 children
 4. Early Learning Scholarship (ELS): 850 children
 5. Family and Children’s Services/Foster Care Bridge: 90 children
- b. Fiscal leveraging: Screen all case-managed families for state subsidy eligibility and funding availability prior to enrollment in any ELS program.
- c. Subsidy Administration Reporting: Provide accurate monthly projections and revenue reports based on the program budget allocations.

2. **Outcome Objectives – Early Care and Educations Subsidy Administration**

- a. Annually, a minimum of 85% of surveyed families will indicate Grantee met their Subsidy Service needs.
- b. Annually, a minimum of 85% of surveyed families will indicate satisfaction with their child care placement.
- c. Annually, a minimum of 85% of surveyed child care providers will indicate satisfaction with payment and overall customer support.

3. **Service Objectives – Child Care Resource & Referral**

- a. Provide comprehensive counseling and referral services to 1,500 families in the eligible population groups in multiple languages in person, over the phone, and via email, during operating hours of at least 9am-5pm during the week
- b. Outreach to $\geq 1,000$ new families annually, 50% priority population by June 30, 2022
- c. Coordinate with the other R&R to outreach to ELS qualified providers and deliver a minimum of 7 CPR/First Aid Trainings. Enter all trainings for programs (regardless of funding source) and their attendees’ participation into the California ECE Workforce Registry per the protocol supplied by OECE.

4. **Outcome Objectives – Child Care Resource & Referral**

- a. Annually, a minimum of 85% of surveyed families will indicate satisfaction with with R&R services.
- b. Annually, a minimum of 85% of surveyed families will indicate satisfaction with Children’s Council’s online information.
- c. Annually, a minimum of 85% of surveyed providers attending CPR and First Aid training will indicate satisfaction with the training.

5. **Service Objectives –Nutrition Service**

- a. Continue to support 190 child care programs

6. Outcome Objectives –Nutrition Service

- a. 85% of participating programs will utilize health and nutrition resources along with self-assessment tools, and/or goal setting and action planning to adopt best practices and improve the quality of care for children.
- b. Annually, a minimum of 85% of surveyed programs attending training or receiving coaching will indicate satisfaction with the service.

7. Service Objectives – Help Desk

- a. Deliver a minimum of 1,200 hours of responsive, proactive, and timely on-demand technical assistance (as requested) and training, meeting the location, access and learning needs of each audience. Deliver standardized group training, with topics and frequency determined in collaboration with OECE based on recommendations and analysis from the Grantee about program needs. Based on historical patterns, the contractor will deliver a minimum of the following:

	Mocha	Registry	ELSF	ELSF (CBOs)
# of Trainings, Annually	4	2	4	2

- b. Communicate, as needed, with up to 400 ELS and PFA programs to ensure they report timely and accurate vacancy information, take timely action on families in their screening queue and update families’ status as enrolled or declined.
- c. Contractor will support all programs to update their Registry information annually, contacting every ELS and PFA program that has not updated their information in the prior year or who has missing or inconsistent program or staff information. Contractor will proactively reach out to non-ELS/PFA programs in San Francisco to promote the Registry.
- d. Participate in coordination efforts with OECE to distribute, track and collect insurance certificates and other relevant or OECE specified documents related to funding agreements, grants, stipends, etc.
- e. Create and maintain up-to-date tip sheets and other online materials, as needed or directed by OECE. A minimum of four resources will be developed or significantly improved annually.
- f. Produce monthly reports of technical assistance services requested and delivered, per the description above.

8. Outcome Objectives – Help Desk

- a. Improved data quality in the CA ECE Workforce Registry data, as measured by 90% of profiles for ELS and PFA programs are up to date within the fiscal year, per Help Desk records and reports generated from the Registry database
- b. Annually, a minimum of 80% of surveyed early care and education program staff who requested technical assistance will indicate satisfaction with Help Desk Services.

9. Service Objectives – Dream Keepers

- a. Twice annually, in January 2021 and July 2022, the grantee will submit a comprehensive and detailed report to OECE that includes the most recent Theory of Change model, Policy

Council and Stakeholder meeting insights, important action items, or other related developments, and a summary of the fiscal year activities, challenges, and accomplishments related to the initiative.

- b. Annually, conduct 4 stakeholder committee meetings comprised of Black and African American families, ECE advocates and other key individuals. The feedback will be used in developing the recommendations presented annually to OECE and the Mayor.
- c. Bi-monthly, facilitate and lead the African American ECE Policy Council meetings.
- d. 100% of FCC ECE providers serving on the African American Policy Council will be offered technical subscriptions.
- e. 100% of Early Educations serving the African American Policy Council will be offered financial stipends.

10. Outcome Objectives – Dream Keepers

- a. Annually, a minimum of 85% of the African American Early Educator Policy Council members surveyed will indicate satisfaction with the meeting objectives and accomplishments.
- b. Annually, a minimum of 85% of the Stakeholder meeting members surveyed will indicate satisfaction with the meeting objectives and accomplishments.
- c. Annually, a minimum of 85% of incentive funding for African American Early Educator Policy Council members stipends will be dispersed annually.

10) Monitoring Activities

1. **Program Monitoring:** Program monitoring will include review of case files, Grantee development and training activities, program policies and procedures, accessibility and cultural competence of program materials, Granteeing patterns/job descriptions, reporting requirements, client data tracking and back-up documentation for reporting progress towards meeting service and outcome objectives.
2. **Fiscal Compliance and Grant Monitoring:** Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

11) Reporting Requirements - Any change in state reporting requirements shall supercede the following grant requirements.

1. Report Schedule

Monthly reports shall be sent no later than the 15th day following the end of the respective reporting period. An annual final report for final adjustments shall be submitted by July 31 for the fiscal year ending June 30. Quarterly and annual reports shall be sent no later than the last day of the month following the end of the respective reporting period.

2. Monthly R&R Administration Reports

- a. Provide a monthly report of the number of families provided comprehensive counseling and referral services.

3. Monthly Subsidy Administration Reports

- Grantee will provide a copy of the CDD 801A monthly population report.
- Grantee will provide a copy of the CW115 and 115A reports for State reporting. Grantee will generate two-parent family data and other state required data.
- Grantee will provide a copy of the monthly CDFS 9500-AP claims report submitted to CDE for the HSA Stage 2 and CAPP Contracts.
- Provide a detailed monthly summary report on subsidy child care projections and enrollments that illustrates the achievement of the subsidy Service Objectives identified above.
- Grantee shall be responsible for all state and federal reporting requirements including, but not limited to: unduplicated child counts, type of care received, cases where no care was available, federal and non-federal child care cases and state contract renewal application processes. Coding for fiscal claiming will be maintained and modified as state policy changes require.
- Grantee shall be responsible to submit data and outcomes using the Emergency Child Care Bridge Program for Foster Children report (CCB 18).

- Grantee shall comply with all state reporting requirements and changes in reporting per state deadlines.
- Grantee shall submit for OECE's/HSA's review and approval, prior to submission to the state, all state contract audit reporting related to Stage 1, CalWORKs 2, HSA-CAPP, CRET, and CLPC. Additionally, Grantee shall provide OECE/HSA a copy of such final annual audit report.
- OECE and/or HSA shall provide Grantee with copies of all updated and signed state contract letters, claims, and other financial information as well as All County Letters, Contract Letters, Applications for Refunding, and other communications from the California Department of Social Services and the California Department of Education.

4. Quarterly Reports

- a. Grantee will submit a quarterly report to summarize the progress on service and outcome objectives for Subsidy programs and R&R services. This report shall also include detailed demographic information.

5. Bi-Annual Reports (R&R only)

- a. Grantee will provide a single bi-annual performance report regarding progress on service objectives for R&R services.

6. Annual Reports

- a. Grantee will provide a single annual performance report regarding progress on service objectives for Subsidy programs and R&R services.

7. Grantee will produce subsidy system ad hoc reports relevant for child care planning and policy purposes.

8. Grantee will participate in evaluation requests pertaining to activities funded by this grant. This will include, but not be limited to, collection of data on funded activities and participants, analysis of data and reporting of findings. The data to be collected may include but not be limited to demographic information, service utilization information, measurement of outcomes associated with participation in funded activities. The data may be requested of clients, Grantee and other stakeholders of the funded activities. Grantee may be requested to participate in evaluation activities designed by OECE.

9. Audit Response

Grantee will produce and submit corrective action plans related to any state and local audits, including, but not limited to, APMU (Alternative Payment Monitoring Unit reviews.)

10. Monthly subsidy projection reports and 115 reports are to be submitted via email to the following:

- Executive Director (Ingrid.Mezquita@sfgov.org)
- Senior Fiscal Strategies Analyst, (Jason.Holthe@sfgov.org)
- Senior Fiscal Strategies Analyst, (Armando.Zapote@sfgov.org)
- Fiscal Strategies Analyst, (Susanna.Cheng@sfgov.org)
- Contract Manager, (Michael.Deleon@sfgov.org)

- 11.** All other reports including Monthly, Quarterly and Annual Reports will be entered into the Contracts Management System (CARBON). Contact information is above for assistance with reporting requirements or submission of reports.

	A	B	C	D	E	F	G
1	Appendix B-1, Page 1						
2	103.00						
3	HUMAN SERVICES AGENCY BUDGET SUMMARY						
4	BY PROGRAM						
5	Name			Term			
6	Children's Council of San Francisco			July 1, 2017-June 30, 2022			
7	(Check One) New Modification <input checked="" type="checkbox"/>						
8	If modification, Effective Date of Mod. 2/1/2020 No. of Mod. 1						
9	Program: Integrated Services 17-22 - ALL PROGRAMS						
10	Budget Reference Page No.(s)	Actual	Actual	Actual	Actual	Budgeted	
11	Program Term	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Total
12	Expenditures						
13	Salaries & Benefits	\$3,691,785	\$4,371,533	\$4,647,643	\$4,243,800	\$4,428,289	\$21,383,049
14	Operating Expense	\$1,263,494	\$1,704,132	\$1,575,328	\$1,834,966	\$2,444,857	\$8,822,777
15	Subtotal	\$4,955,278	\$6,075,665	\$6,222,970	\$6,078,766	\$6,873,146	\$30,205,826
16	Indirect Percentage (%)	11.4%	11.3%	11.2%	13.0%	14.4%	
17	Indirect Cost (Line 16 X Line 15)	\$564,186	\$685,398	\$694,178	\$791,873	\$992,608	\$3,728,243
18	Capital Expenditure	\$796	\$8,215	34,220	-	-	\$43,230
19	Subtotal w/o Pass-Through	\$5,520,260	\$6,769,278	\$6,951,368	\$6,870,640	\$7,865,754	\$33,977,299
20	Direct Client Pass-Through	\$47,851,446	\$51,508,595	\$71,709,434	\$73,188,161	\$104,282,928	\$348,540,564
21	Total Expenditures	\$53,371,706	\$58,277,873	\$78,660,802	\$80,058,801	\$112,148,682	\$382,517,863
22	HSA Revenues						
23	General Fund - Admin	\$5,520,260	\$6,769,278	\$6,951,368	\$6,870,640	\$7,865,754	\$33,977,299
24	General Fund - Pass-Through	\$47,851,446	\$51,508,595	\$71,709,434	\$73,188,161	\$104,282,928	\$348,540,564
25	Local Funding (primarily for Nutrion)						
26							
27							
28							
29							
30							
31	TOTAL HSA REVENUES	\$53,371,706	\$58,277,873	\$78,660,802	\$80,058,801	\$112,148,682	\$382,517,863
32	Other Revenues						
33							
34							
35							
36							
37							
38	Total Other Revenues	-	-	-	-	-	-
39	Total Revenue	\$53,371,706	\$58,277,873	\$78,660,802	\$80,058,801	\$112,148,682	\$382,517,863
40							
41	Full Time Equivalent (FTE)						
43	2% CODB Baseline Total Operating						
44	Prepared by: Cody Cheng	Telephone No.:				Date	
45	HSA-CO Review Signature:	_____					
46	HSA #1						1/14/2022

	A	B	C	H	M	N	O
1	Appendix B-1, Page 2						
2							
3	HUMAN SERVICES AGENCY BUDGET SUMMARY						
4	BY PROGRAM						
5	Name			Term			
6	Children's Council of San Francisco			July 1, 2017-June 30, 2022			
7	(Check One) New <input checked="" type="checkbox"/> Modification X						
8	If modification, Effective Date of Mod. 2/1/2020			No. of Mod. 1			
9	Program: Federal/State Subsidy						
10	Budget Reference Page No.(s)	Actual	Actual	Actual	Actual	Budgeted	
11	Program Term	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Total
12	Expenditures						
13	Salaries & Benefits	\$2,287,099	\$2,565,304	\$2,763,062	\$2,599,615	\$1,971,533	\$17,549,288
14	Operating Expense	\$831,744	\$998,681	\$901,879	\$1,113,231	\$1,521,170	\$7,381,815
15	Subtotal	\$3,118,843	\$3,563,985	\$3,664,941	\$3,712,846	\$3,492,703	\$24,931,104
16	Indirect Percentage (%)	11.2%	10.9%	10.9%	13.5%	15%	
17	Indirect Cost (Line 16 X Line 15)	\$347,838	\$388,221	\$399,478	\$502,179	\$506,858	\$3,046,230
18	Capital Expenditure	-	\$5,697	-	-	-	\$5,697
19	Subtotal before Pass-Through	\$3,466,681	\$3,957,903	\$4,064,419	\$4,215,024	3,999,561	\$27,983,031
20	Direct Client Pass-Through	\$16,770,007	\$18,387,235	\$16,697,926	\$14,130,655	\$18,847,532	\$115,661,936
21	Direct Client Pass-Through-FCS Bridge	\$31,498	\$447,801	\$482,024	\$272,440	\$572,562	\$2,560,788
22	Total Expenditures	\$20,268,186	\$22,792,938	\$21,244,369	\$18,618,120	\$23,419,655	\$146,205,755
23	HSA Revenues						
24	General Fund - Admin	\$3,466,681	\$3,897,666	\$4,064,419	\$4,215,024	3,999,560.50	\$27,922,794
25	General Fund - Pass-Through	\$16,770,007	\$18,387,235	\$16,697,926	\$14,130,655	\$18,724,581	\$115,538,985
26	General Fund - Admin- FCS Navigator	\$0	\$57,851	\$0	\$0	\$88,619	\$146,470
27	General Fund - Admin- FCS Trauma	\$0	\$2,385	\$0	\$0	\$34,332	\$36,717
28	General Fund Pass-Through FCS Bridge	\$31,498	\$447,801	\$482,024	\$272,440	\$572,562	\$2,560,788
29							
30							
31							
32	TOTAL HSA REVENUES	\$20,268,186	\$22,792,938	\$21,244,369	\$18,618,120	\$23,419,655	\$146,205,755
33	Other Revenues						
34							
35							
36							
37							
38							
39	Total Revenues	\$20,268,186	\$22,792,938	\$21,244,369	\$18,618,120	\$23,419,655	\$146,205,755
40	Full Time Equivalent (FTE)						
42	Prepared by: Cody Cheng	Telephone No.:				Date	
43	HSA-CO Review Signature:	_____					
44	HSA #1						1/14/2022

	A	B	C	D	E	F	G	L	Q	V	W
1	Appendix B-1, Page 3										
2											
3											
4	Program: Federal/State Subsidy										
5	(Same as Line 9 on HSA #1)										
6											
7	Salaries & Benefits Detail										
8											
9											
10											
11		Agency Totals		For HSA Program		Federal/State Subsidy	Federal/State Subsidy	Federal/State Subsidy	Federal/State Subsidy	Federal/State Subsidy	TOTAL
12	POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Actual Salary	Actual Salary	Actual Salary	Actual Salary	Budgeted Salary	7/1/17-6/30/22
13	Family Subsidy Specialist I	\$42,881	1.00	45%	0.45	\$16,368	\$19,124	\$18,432	\$16,966	\$12,208	\$83,098
14	Family Service Specialist II	\$53,798	1.00	45%	0.45	\$24,844	\$26,174	\$24,676	\$0	\$0	\$75,694
15	Family Service Specialist II	\$52,743	1.00	45%	0.45	\$24,715	\$26,172	\$24,067	\$22,114	\$15,024	\$112,093
16	Family Service Specialist II	\$52,743	1.00	45%	0.45	\$25,610	\$26,070	\$26,121	\$21,802	\$15,024	\$114,626
17	Family Service Specialist II	\$52,743	1.00	45%	0.45	\$24,997	\$26,070	\$24,456	\$20,923	\$15,024	\$111,470
18	Family Service Specialist II	\$52,743	1.00	45%	0.45	\$25,041	\$26,148	\$24,765	\$22,131	\$15,024	\$113,108
19	Family Service Specialist II	\$52,743	1.00	45%	0.45	\$24,758	\$24,418	\$24,268	\$22,124	\$15,024	\$110,593
20	Family Service Specialist II	\$52,743	1.00	58%	0.45	\$23,131	\$25,979	\$24,557	\$20,522	\$19,364	\$113,552
21	Family Service Specialist II	\$52,743	1.00	58%	0.45	\$22,582	\$25,947	\$24,647	\$21,804	\$19,364	\$114,344
22	Family Service Specialist II	\$51,217	1.00	45%	0.45	\$22,594	\$24,353	\$21,514	\$16,257	\$14,383	\$99,101
23	Family Service Specialist II	\$49,730	1.00	58%	0.45	\$20,994	\$17,381	\$22,745	\$18,575	\$17,960	\$97,655
24	Family Service Specialist II	\$48,264	1.00	45%	0.45	\$20,377	\$22,091	\$18,453	\$19,002	\$13,849	\$93,772
25	Family Service Specialist II	\$48,264	1.00	45%	0.45	\$19,161	\$21,667	\$22,051	\$18,955	\$13,801	\$95,637
26	Family Service Specialist II	\$48,264	1.00	58%	0.45	\$20,371	\$21,885	\$21,139	\$18,393	\$17,719	\$99,506
27	Family Service Specialist II	\$46,858	1.00	58%	0.45	\$20,219	\$21,793	\$20,894	\$18,268	\$17,038	\$98,211
28	Family Service Specialist II	\$48,264	1.00	45%	0.45	\$19,411	\$20,961	\$21,644	\$18,271	\$13,671	\$93,957
29	Family Service Specialist II	\$47,500	1.00	58%	0.45	\$26,929	\$17,945	\$20,380	\$16,454	\$14,612	\$96,320
30	Family Service Specialist II	\$48,264	1.00	58%	0.45	\$951	\$21,670	\$24,265	\$15,647	\$16,660	\$79,194
31	Family Service Specialist II	\$48,264	1.00	58%	0.45	\$2,781	\$17,785	\$16,983	\$0	\$13,934	\$51,483
32	FS Training & Software Coordinator	\$49,723	1.00	45%	0.45	\$0	\$0	\$0	\$0	\$0	\$0
33	CCR&R III Family Support Navigator	\$ 54,892	100%	50%	0.50	\$14,609	\$5,450	\$22,321	\$19,812	\$15,096	\$77,289
34	CCR&R III Family Support Navigator	\$ 51,739	100%	50%	0.50			\$17,177	\$19,542	\$15,476	\$52,195
35	CCR&R III Family Support Navigator	\$ 51,739	100%	50%	0.50			\$0	\$0	\$16,397	\$16,397
36	CCR&R III Family Support Navigator	\$ 51,739	100%	50%	0.50			\$0	\$0	\$16,197	\$16,197
37	CCR&R IV Family Support Navigator	\$36,196	0.56	45%	0.45	\$0	\$9,269	\$476	\$0	\$0	\$9,744
38	Family Subsidy Payment Manager	\$80,000	1.00	30%	0.30	\$30,622	\$35,374	\$34,934	\$25,355	\$9,359	\$135,644
39	Program Training Manager	\$ 71,259	100%	58%	0.58			\$0	\$0	\$25,875	\$25,875
40	Family Support Trainer	\$ 56,519	100%	45%	0.45			\$22,580	\$22,169	\$13,343	\$58,092
41	Family Support Manager	\$ 83,000	100%	15%	0.15	\$15,039	\$26,855	\$33,350	\$6,672	\$6,632	\$88,548
42	Child Care Resource and Referral Counselor	\$ 52,743	100%	4%	0.04			\$0	\$14,834	\$1,335	\$16,169
43	Child Care Resource and Referral Specialist	\$48,264	1.00	4%	0.04	\$19,305	\$21,373	\$20,583	\$18,125	\$1,207	\$80,593
44	Child Care Resource and Referral Specialist 2	\$43,495	1.00	45%	0.45	\$2,076	\$20,434	\$0	\$0	\$0	\$22,509
45	Child Care Payment Services Supervisor	\$60,900	1.00	45%	0.45	\$0	\$9,423	\$16,722	\$0	\$0	\$26,144
46	Child Care Provider Relationship Coordinator	\$50,233	1.00	12%	0.12			\$22,088	\$20,369	\$0	\$42,457
47	Client Relations Coordinator	\$44,187	1.00	12%	0.12			\$6,263	\$16,929	\$0	\$23,192
48	Client Relations Representative	\$46,935	1.00	45%	0.45	\$20,118	\$9,945	\$21,281	\$18,042	\$0	\$69,386
49	Client Relations Representative	\$46,015	1.00	4%	0.04	\$17,198	\$887	\$13,424	\$14,327	\$1,165	\$47,002
50	Client Relations Representative II	\$42,227	1.00	45%	0.45	\$0	\$19,515	\$5,645	\$0	\$0	\$25,160
51	Communications & Design Associate	\$56,318	1.00	45%	0.45	\$16,358	\$26,141	\$24,137	\$21,367	\$15,980	\$103,983
52	Director of Marketing & Communication	\$ 106,177	100%	40%	0.40			\$0	\$40,361	\$26,814	\$67,175
53	Communications Manager	\$93,832	1.00	45%	0.45	\$28,173	\$42,401	\$43,189	\$0	\$0	\$113,764
54	Data Analyst	\$85,102	1.00	45%	0.45	\$38,547	\$41,454	\$0	\$0	\$0	\$80,000
55	Early Learning SF Data Analysis	\$48,817	1.00	45%	0.45	\$0	\$0	\$0	\$0	\$0	\$0
56	Director, Family Subsidy Services	\$120,811	1.00	45%	0.45	\$50,238	\$56,617	\$0	\$0	\$0	\$106,856
57	Family and Children Program Specialist	\$52,743	1.00	58%	0.58	\$24,314	\$26,010	\$24,520	\$21,370	\$19,364	\$115,580
58	Family and Children Program Specialist	\$52,743	1.00	58%	0.58	\$24,756	\$25,820	\$24,799	\$18,637	\$19,364	\$113,377
59	Family Child Care Home Education Network Mngr	\$66,386	1.00	32%	0.32	\$21,194	\$849	\$22,123	\$0	\$0	\$44,166
60	Program Mgr Family Engagement Specialization	\$ 73,120	100%	47%	0.47			\$0	\$21,251	\$21,698	\$42,949
61	FCCHEN Family Engagement Specialist 1	\$55,430	1.00	32%	0.32	\$21,853	\$17,743	\$17,733	\$16,846	\$0	\$74,174
62	FCCHEN Family Engagement Specialist 2	\$50,836	1.00	32%	0.32	\$24,761	\$16,758	\$16,258	\$14,542	\$0	\$72,319
63	FCC- Quality Network Instructional Coach	\$64,634	-	48%	-			\$0	\$212	\$0	\$212
64	FCC- Quality Network Instructional Coach	\$64,634	-	48%	-			\$0	\$414	\$0	\$414
65	Family Service Payments Support	\$ 55,756	100%	58%	0.58	\$26,183	\$27,429	\$26,459	\$23,460	\$20,470	\$124,002
66	Family Service Payments Support	\$ 55,756	100%	58%	0.58	\$25,929	\$27,661	\$25,439	\$23,404	\$20,470	\$122,902
67	Family Service Payments Technician	\$49,710	1.00	50%	0.50	\$23,610	\$24,697	\$22,780	\$0	\$0	\$71,086
68	Family Service Payments Technician	\$39,768	1.00	50%	0.50	\$19,136	\$19,656	\$18,261	\$19,644	\$15,671	\$92,369

	A	B	C	D	E	F	G	L	Q	V	W
69	Family Service Payments Technician	\$46,858	1.00	50%	0.50	\$23,326	\$24,686	\$22,733	\$16,046	\$14,584	\$101,375
70	Family Service Payments Technician	\$49,710	1.00	50%	0.50	\$20,780	\$24,661	\$22,782	\$24,063	\$15,734	\$108,021
71	Family Service Payments Technician	\$49,710	1.00	50%	0.50	\$23,337	\$23,846	\$19,749	\$20,372	\$15,734	\$103,037
72	Family Service Payments Technician	\$49,710	1.00	50%	0.50	\$23,261	\$22,785	\$19,524	\$19,533	\$15,734	\$100,838
73	Family Service Payments Technician	\$44,167	1.00	50%	0.50	\$20,466	\$19,226	\$18,616	\$20,674	\$13,768	\$92,749
74	Family Service Payments Technician	\$46,858	1.00	50%	0.50	\$16,701	\$19,647	\$19,246	\$17,977	\$16,900	\$90,471
75	Family Subsidy Program Manager	\$84,016	1.00	45%	0.45	\$35,781	\$37,593	\$33,678	\$29,890	\$23,871	\$160,813
76	Family Subsidy Program Manager 2	\$73,080	1.00	38%	0.38	\$30,795	\$33,527	\$35,790	\$31,892	\$0	\$132,004
77	Family Subsidy Program Manager 1	\$79,058	1.00	45%	0.45	\$17,307	\$29,776	\$8,620	\$24,865	\$22,462	\$103,030
78	Family Subsidy Provider Coordinator	\$51,217	100%	24%	0.24	\$23,130	\$22,762	\$24,965	\$21,619	\$5,619	\$98,094
79	Family Subsidy Provider Coordinator	\$ 54,612	100%	30%	0.30	\$21,617	\$23,745	\$22,622	\$21,431	\$10,371	\$99,785
80	Family Subsidy Provider Coordinator	\$ 52,743	100%	32%	0.32	\$19,344	\$19,431	\$16,820	\$18,464	\$10,683	\$84,742
81	Family Subsidy Provider Outreach Coordinator	\$54,129	1.00	32%	0.32	\$22,993	\$24,178	\$11,012	\$20,342	\$10,847	\$89,372
82	Payment Services Lead	\$ 50,233	100%	50%	0.50			\$0	\$18,940	\$15,792	\$34,732
83	Associate Director of CC Quality & Business Supports	\$ 104,500	100%	35%	0.35			\$0	\$7,184	\$22,585	\$29,769
84	Family Subsidy Quality Assurance Coordinator	\$49,550	1.00	45%	0.45	\$39,950	\$13,992	\$21,558	\$19,590	\$14,251	\$109,341
85	Program Manager- Play Lab	\$75,254	1.00	7%	0.07	\$0	\$0	\$19,544	\$26,337	\$3,325	\$49,206
86	A/P Accountant	\$67,245	1.00	35%	0.35	\$19,066	\$20,048	\$18,701	\$16,339	\$14,897	\$89,051
87	Account Receivable Accountant	\$57,771	1.00	32%	0.32	\$14,348	\$11,998	\$18,691	\$9,502	\$0	\$54,539
88	Parent Voices Organizer	\$79,590	1.00	14%	0.14			\$0	\$0	\$7,035	\$7,035
89	Associate Director of Parent Services	\$93,877	1.00	27%	0.27	\$31,547	\$11,376	\$5,026	\$0	\$0	\$47,949
90	Senior Director of Child Care Family Services	\$ 138,046	1.00	45%	0.45			\$56,455	\$58,100	\$39,220	\$153,775
91	Director of Child Care Family Services	\$ 121,000	1.00	44%	0.44			\$0	\$61,680	\$53,912	\$115,592
92	Associate Director Child Care Family Services	\$98,185	1.00	16%	0.16			\$40,016	\$0	\$0	\$40,016
93	Associate Director, Family Subsidy Services	\$96,713	1.00	45%	0.45	\$29,785	\$34,098	\$0	\$0	\$0	\$63,882
94	Associate Director of Business Supports	\$ 91,917	100%	35%	0.35			\$0	\$0	\$7,344	\$7,344
95	Business & Technology Support Data Coordinator	\$54,900	1.00	9%	0.09	\$0	\$5,088	\$4,916	\$1,507	\$0	\$11,510
96	Budget & Contracts Manager	\$93,000	1.00	32%	0.32	\$0	\$26,278	\$24,607	\$34,817	\$0	\$85,702
97	CCR&R II: Education & Outreach Specialist	\$46,698	1.00	20%	0.20	\$26,222	\$14,289	\$17,938	\$18,738	\$4,145	\$81,332
98	CCR&R II: Education & Outreach Specialist	\$47,258	1.00	45%	0.45	\$27,262	\$16,650	\$20,388	\$18,140	\$0	\$82,440
99	Chief Financial Officer	\$205,894	1.00	36%	0.36	\$45,090	\$50,952	\$53,289	\$57,663	\$46,405	\$253,399
100	Chief Program Officer	\$170,556	1.00	38%	0.38	\$44,175	\$64,238	\$70,448	\$0	\$0	\$178,861
101	Director of Financial and Operation	\$152,250	1.00	32%	0.32	\$0	\$0	\$46,448	\$26,604	\$0	\$73,053
102	Research and Evaluation Program Manager	\$80,000	1.00	58%	0.58			\$0	\$0	\$19,344	\$19,344
103	Senior Director of Research, Data and Evaluation	\$130,000	1.00	46%	0.46			\$0	\$0	\$37,437	\$37,437
104	Senior Manager - Data Strategist	\$ 110,000	100%	40%	0.40			\$0	\$26,760	\$27,355	\$54,115
105	Data Manager	\$ 90,000	100%	40%	0.40			\$0	\$0	\$23,213	\$23,213
106	Data Strategist	\$97,227	1.00	32%	0.32	\$6,495	\$31,755	\$30,870	\$0	\$0	\$69,120
107	Chief Technology Officer	\$ 165,250	100%	40%	0.40			\$10,974	\$42,968	\$41,383	\$95,325
108	Director IT	\$137,961	1.00	32%	0.32	\$37,382	\$40,050	\$10,799	\$0	\$0	\$88,231
109	Chief Advancement Officer	\$ 168,886	100%	25%	0.25			\$34,480	\$29,650	\$26,433	\$90,563
110	Director of Advancement	\$153,758	1.00	23%	0.23	\$29,250	\$39,650	\$0	\$0	\$0	\$68,900
111	Director, Parent Services	\$103,769	1.00	32%	0.32	\$33,538	\$29,264	\$0	\$0	\$0	\$62,802
112	Facilities Coordinator	\$50,704	1.00	32%	0.32	\$11,770	\$17,208	\$15,835	\$5,239	\$0	\$50,052
113	Training Supervisor	\$ 60,000	100%	45%	0.45	\$21,727	\$25,248	\$26,510	\$0	\$17,046	\$90,531
114	Finance Manager & Controller	\$136,003	1.00	38%	0.38	\$39,702	\$41,440	\$45,504	\$43,485	\$32,629	\$202,759
115	Policy Communications Associate	\$ 75,000	100%	6%	0.06			\$0	\$0	\$2,214	\$2,214
116	Director of Public Policy Communication	\$ 109,200	100%	19%	0.19			\$16,107	\$41,238	\$13,067	\$70,412
117	Director of Community, Innovation and Impact	\$107,537	1.00	12%	0.12			\$32,567	\$33,091	\$0	\$65,658
118	Associate Director Community, Innovation & Im	\$98,586	1.00	14%	0.14			\$0	\$10,678	\$0	\$10,678
119	Strategic Innovations Manager	\$98,586	1.00	32%	0.32	\$17,127	\$26,208	\$30,876	\$0	\$0	\$74,211
120	Community Outreach & Partnership Project Mgr	\$ 78,720	100%	58%	0.58	\$0	\$13,030	\$33,534	\$29,762	\$28,828	\$105,154
121	IT Support Specialist	\$61,540	1.00	40%	0.40	\$0	\$15,699	\$17,124	\$15,127	\$15,192	\$63,141
122	HelpDesk Manager	\$ 85,000	100%	40%	0.40			\$0	\$0	\$16,735	\$16,735
123	Network Manager	\$82,241	1.00	32%	0.32	\$25,077	\$27,056	\$25,758	\$22,670	\$0	\$100,561
124	Office Coordinator	\$53,799	1.00	32%	0.32	\$17,197	\$18,364	\$16,890	\$7,922	\$0	\$60,373
125	Associate Director of Facilities	\$ 90,000	100%	38%	0.38			\$0	\$0	\$13,337	\$13,337
126	Operation Office Manager (Director of Facilities)	\$115,000	1.00	38%	0.38	\$27,889	\$29,261	\$29,739	\$0	\$27,121	\$114,010
127	Facilities & Operations Coordinator	\$ 45,493	100%	38%	0.38			\$0	\$3,254	\$10,978	\$14,232
128	Operations Associate	\$ 32,345	100%	38%	0.38			\$0	\$0	\$7,675	\$7,675
129	Operations Support/Assistant	\$28,760	0.56	32%	0.32	\$5,001	\$8,765	\$9,011	\$8,166	\$0	\$30,943
130	Senior Analyst	\$ 93,676	100%	28%	0.28			\$41,129	\$36,835	\$16,461	\$94,425
131	Senior Accountant & Budget Analyst	\$66,847	1.00	32%	0.32	\$24,421	\$16,528	\$21,399	\$0	\$0	\$62,348
132	Senior Director of Finance and Accounting	\$ 155,000	100%	36%	0.36			\$0	\$32,123	\$35,924	\$68,047
133	Senior Accounting Administrator	\$ 94,000	100%	38%	0.38			\$0	\$6,833	\$22,331	\$29,164
134	Senior Accountant III	\$ 85,723	100%	41%	0.41			\$0	\$0	\$19,296	\$19,296
135	Senior Accountant III	\$ 80,802	100%	41%	0.41			\$0	\$21,742	\$20,865	\$42,607
136	Staff Accountant II	\$ 67,245	100%	12%	0.12	\$17,053	\$4,178	\$6,213	\$5,143	\$3,779	\$36,367

	A	B	C	D	E	F	G	L	Q	R	S	T	U
1	Appendix B-1, Page 4												
2													
3													
4	Program: Federal/State Subsidy												
5	(Same as Line 9 on HSA #1)												
6													
7	Operating Expense Detail												
8													
9													
10													
11													
12	Expenditure Category	TERM	Actual FY17-18	Actual FY18-19	Actual FY19-20	Actual FY20-21	New FY21-22	TOTAL					
13	Rental of Property		\$252,558	\$291,902	\$308,753	\$308,753	\$387,801	\$ 2,067,808					
14	Utilities(Elec, Water, Gas, Phone, Scavenger)		\$78,057	\$95,322	\$80,532	\$80,532	\$120,342	\$ 626,221					
15	Office Supplies, Postage		\$49,738	\$65,820	\$64,843	\$64,843	\$63,396	\$ 431,298					
16	Building Maintenance Supplies and Repair		\$58,918	\$88,191	\$30,556	\$30,556	\$67,266	\$ 606,692					
17	Printing and Reproduction		\$59,471	\$47,348	\$24,227	\$24,227	\$67,850	\$ 287,020					
18	Insurance		\$12,969	\$7,278	\$6,100	\$6,100	\$22,285	\$ 81,535					
19	Staff Training		\$36,916	\$25,340	\$48,463	\$48,463	\$45,604	\$ 317,079					
20	Staff Travel-(Local & Out of Town)		\$270	\$730	\$1,442	\$1,442	\$1,123	\$ 5,690					
21	Rental of Equipment				\$3,034	\$3,034	\$26,860	\$ 38,409					
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE												
23	Consultant		\$174,719	\$244,698	\$114,609	\$114,609	\$264,612	\$ 1,291,690					
24								\$ -					
25								\$ -					
26								\$ -					
27	OTHER												
28	Program Supplies		\$7,718	\$16,260	\$1,127	\$1,127	\$24,669	\$ 90,945					
29	Dues and Subscriptions		\$10,650	\$13,426	\$6,769	\$6,769	\$29,349	\$ 86,519					
30	Bank Charges		\$30,320	\$29,201	\$23,669	\$23,669	\$46,268	\$ 201,771					
31	Technical Support		\$59,439	\$70,780	\$46,567	\$46,567	\$318,371	\$ 711,079					
32	Provider/Parent Incentives		\$0	\$0	\$722	\$722	\$375	\$ 2,183					
33	FCS Trauma Training		\$0	\$2,385	\$61,805	\$61,805	\$35,000	\$ 167,203					
34													
35	TOTAL OPERATING EXPENSE		\$831,744	\$998,681	\$823,218	\$823,218	\$1,521,170	\$7,013,141					
36													
37	HSA #3												1/14/2022

	A	B	C	D	E	F	G	H
1	Appendix B-1, Page 5							
2								
3								
4	Program: Federal/State Subsidy							
5	(Same as Line 9 on HSA #1)							
6								
7	Program Expenditure Detail							
8								
9	Actual							TOTAL
10	EQUIPMENT	TERM	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	
11	No.	ITEM/DESCRIPTION						
12	8	PCs	-	5,697	-	-	-	5,697
13								0
14								0
15								0
16								0
17								0
18								0
19	TOTAL EQUIPMENT COST		-	5,697	-	-	-	5,697
20								
21	R E M O D E L I N G							
22	Description:							0
23								0
24								0
25								0
26								0
27								0
28	TOTAL REMODELING COST		0	0	0			0
29								
30	TOTAL CAPITAL EXPENDITURE		0	5,697	0			5,697
31	(Equipment and Remodeling Cost)							
32	HSA #4							1/14/2022

	A	B	C	H	I	J	K
1	Appendix B-1, Page 6						
2							
3	HUMAN SERVICES AGENCY BUDGET SUMMARY						
4	BY PROGRAM						
5	Name			Term			
6	Children's Council of San Francisco			July 1, 2017-June 30, 2022			
7	(Check One) New <input checked="" type="checkbox"/> Modification X						
8	If modification, Effective Date of Mod. 2/1/2020		No. of Mod. 1				
9	Program: ELS/Local Subsidy				Total		
10	Budget Reference Page No.(s)		Actual	Actual	Actual	Actual	New
11	Program Term		FY17-18	FY18-19	FY19-20	FY20-21	FY21-22
12	Expenditures						
13	Salaries & Benefits		\$734,913	\$1,082,165	\$1,182,482	\$828,762	\$1,163,666
14	Operating Expense		\$257,168	\$454,435	\$402,356	\$282,577	\$372,023
15	Subtotal		\$992,081	\$1,536,600	\$1,584,838	\$1,111,339	\$1,535,689
16	Indirect Percentage (%)		10.9%	12.1%	11.0%	11.8%	15.0%
17	Indirect Cost (Line 16 X Line 15)		\$108,236	\$185,436	\$175,064	\$131,162	\$230,324
18	Capital Expenditure		-	\$2,518	34,220	-	-
19	Subtotal w/o Pass-Through		\$1,100,316	\$1,724,554	\$1,794,122	\$1,242,501	\$1,766,013
20	Direct Client Pass-Through		\$9,172,129	\$13,368,418	\$18,604,381	\$14,361,646	\$21,508,209
21	Total Expenditures		\$10,272,445	\$15,092,972	\$20,398,503	\$15,604,147	\$23,274,222
22	HSA Revenues						
23	General Fund		\$1,100,316	\$1,724,554	\$1,794,122	\$1,242,501	\$1,766,013
24	General Fund - Pass-Through ELS Voucher		\$9,172,129	\$13,368,418	\$18,398,892	\$14,251,180	\$20,399,263
25	General Fund - Pass-Through ELS P500				\$180,092	\$108,323	\$129,377
26	General Fund - Pass-Through ELS IPO				\$25,397	\$2,143	\$55,447
27	General Fund - Pass-Through ELS Homeless Set-Aside						\$462,061
28	General Fund - Pass-Through C1/C2 Priority Set-Aside						\$462,061
29							
30							
31	TOTAL HSA REVENUES		\$10,272,445	\$15,092,972	\$20,398,503	\$15,604,147	\$23,274,222
32	Other Revenues						
33							
34							
35							
36							
37							
38	Total Revenues		\$10,272,445	\$15,092,972	\$20,398,503	\$15,604,147	\$23,274,222
39	Full Time Equivalent (FTE)						
40							
41	Prepared by: Cody Cheng		Telephone No.:			Date	
42	HSA-CO Review Signature:		_____				
43	HSA #1						

1/14/2022

	A	B	C	D	E	F	G	L	M	N	O
1	Appendix B-1, Page 7										
2											
3											
4	Program: ELS/Local Subsidy										
5	(Same as Line 9 on HSA #1)										
6											
7	Salaries & Benefits Detail										
8											
9											
10											
						FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	
11		Agency Totals		For HSA Program		ELS Subsidy	ELS Subsidy	Total ELS Subsidy	ELS Subsidy	ELS Subsidy	TOTAL
12	POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Actual Salary	Actual Salary	Actual Salary	Actual Salary	Budgeted Salary	7/1/17-6/30/22
86	Senior Accountant III	\$ 85,723	100%	41%	0.41			\$0		\$11,914	\$11,914
87	Senior Accountant III	\$ 80,802	100%	41%	0.41			\$0	\$7,556	\$12,883	\$20,439
88	Senior Accountant & Budget Analyst	\$66,847	1.00	14%	0.14	\$7,849	\$7,004	\$9,501			\$24,353
89	Staff Accountant II	\$ 67,245	100%	12%	0.12	\$5,456	\$1,780	\$2,725	\$1,710	\$2,334	\$14,004
90	A/P Accountant	\$ 67,245	100%	35%	0.35	\$6,000	\$8,589	\$8,255	\$5,550	\$9,199	\$37,594
91	Account Receivable Accountant	\$57,771	1.00	14%	0.14	\$5,536	\$5,496	\$8,285	\$2,957		\$22,274
131	Senior Director of Finance and Accounting	\$ 155,000	100%	36%	0.36			\$0	\$10,419	\$22,181	\$32,600
132	Senior Accounting Administrator	\$ 94,000	100%	38%	0.38			\$0	\$3,340	\$13,789	\$17,129
147										\$927,939	
148	FRINGE BENEFIT RATE	25.08%								0	
149	EMPLOYEE FRINGE BENEFITS	\$0				\$156,940	\$225,012	\$236,843	\$174,064	\$235,727	\$1,265,429
150											
151											
152	TOTAL SALARIES & BENEFITS	\$0				\$734,913	\$1,082,165	\$1,182,482	\$828,762	\$1,163,666	\$6,174,470
153	HSA #2										1/14/2022

	A	B	C	D	E	F	G	H	M	N	O	P	Q	R
1	Appendix B-1, Page 8													
2														
3														
4	Program: ELS/Local Subsidy													
5	(Same as Line 9 on HSA #1)													
6														
7	Operating Expense Detail													
8														
9														
10														
11														
12	Expenditure Category	TERM	Actual FY17-18	Actual FY18-19	Actual FY19-20	Actual FY20-21	New FY21-22	TOTAL						
13	Rental of Property		\$77,930	\$128,650	\$87,981	\$59,506	\$115,559	\$ 600,659						
14	Utilities(Elec, Water, Gas, Phone, Scavenger)		\$24,969	\$42,492	\$26,500	\$25,047	\$35,903	\$ 194,537						
15	Office Supplies, Postage		\$15,576	\$29,601	\$19,497	\$13,712	\$53,558	\$ 160,354						
16	Building Maintenance Supplies and Repair		\$18,395	\$43,552	\$28,111	\$57,596	\$13,919	\$ 203,349						
17	Printing and Reproduction		\$18,301	\$24,332	\$10,582	\$9,151	\$12,918	\$ 90,872						
18	Insurance		\$4,199	\$2,986	\$3,672	\$3,660	\$6,649	\$ 26,391						
19	Staff Training		\$11,968	\$11,812	\$13,963	\$10,445	\$11,008	\$ 80,203						
20	Staff Travel-(Local & Out of Town)		\$89	\$216	\$214	\$10	\$308	\$ 1,152						
21	Rental of Equipment			\$0	\$1,046	\$399	\$8,013	\$ 10,984						
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE													
23	Consultant		\$52,341	\$113,974	\$47,789	\$67,232	\$44,016	\$ 396,086						
24								\$ -						
25								\$ -						
26								\$ -						
27	OTHER													
28	Program Supplies		\$3,144	\$6,867	\$2,543	\$1,620		\$ 19,146						
29	Dues and Subscriptions		\$3,383	\$6,862	\$2,926	\$2,925	\$2,959	\$ 23,402						
30	Bank Charges		\$9,370	\$13,802	\$7,811	\$7,646	\$5,112	\$ 55,154						
31	Technical Support		\$17,504	\$29,286	\$17,245	\$23,627	\$7,062	\$ 121,019						
32	Provider/Parent Incentives		\$0	\$0	\$53	\$0	\$54,982	\$ 55,124.87						
33	FCS Trauma Training					\$0	\$57							
34														
35	TOTAL OPERATING EXPENSE		\$257,168	\$454,435	\$269,933	\$282,577	\$372,023	\$2,038,435						
36														
37	HSA #3													1/14/2022

	A	B	C	D	E	F	G	H	I	J	K	L
1												
2												
3												
4		Program: ELS/Local Subsidy										
5		(Same as Line 9 on HSA #1)										
6												
7												
8												
9												
10		EQUIPMENT	TERM	Actual	ELS Voucher	Reserved	Moderate	Bridge	Actual	Actual		TOTAL
				FY17-18	FY18-19	FY19-20	FY19-20	FY19-20	FY19-20	FY20-21	FY21-22	
11	No.	ITEM/DESCRIPTION										
12	3	New PCs		-	2,518					-	-	2,518
13		MCT-API Vertical Change				26,800			26,800			53,600
14		MCT - Launchpad Syncing Project				7,420			7,420			14,840
15												0
16												0
17												0
18												0
19	TOTAL EQUIPMENT COST			0	2,518	34,220	0	0	34,220	0	0	70,958
20												
21	REMODELING											
22	Description:											0
23												0
24												0
25												0
26												0
27												0
28	TOTAL REMODELING COST			0	0				0			0
29												
30	TOTAL CAPITAL EXPENDITURE			0	2,518				34,220			36,738
31	(Equipment and Remodeling Cost)											
32	HSA #4											1/14/2022

	A	B	C	D	E	F	G
1	Appendix B-1, Page 10						
2							
3	HUMAN SERVICES AGENCY BUDGET SUMMARY						
4	BY PROGRAM						
5	Name			Term			
6	Children's Council of San Francisco			July 1, 2017-June 30, 2022			
7	(Check One) New <input checked="" type="checkbox"/> Modification <input type="checkbox"/>						
8	If modification, Effective Date of Mod. 2/1/2020		No. of Mod. 1				
9	Program: ELS Fiscal Intermediary						
10	Budget Reference Page No.(s)	Actual	Actual	Actual	Actual	New	
11	Program Term	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Total
12	Expenditures						
13	Salaries & Benefits	\$343,270	\$306,481	\$302,431	\$368,550	\$459,650	\$1,780,383
14	Operating Expense	\$76,505	\$88,693	\$96,376	\$143,290	\$136,726	\$541,590
15	Subtotal	\$419,775	\$395,175	\$398,808	\$511,840	\$596,376	\$2,321,973
16	Indirect Percentage (%)	11.5%	10.9%	11.2%	12.3%	15.0%	
17	Indirect Cost (Line 16 X Line 15)	\$48,108	\$43,000	\$44,490	\$63,115	\$89,456	\$288,169
18	Capital Expenditure	-	-	-	-	-	\$0
19	Subtotal w/o Pass-through	\$467,883	\$438,175	\$443,298	\$574,955	\$685,832	\$2,610,142
20	Direct Client Pass-through	\$20,825,108	\$19,286,666	\$34,124,567	\$44,389,419	\$63,320,625	\$181,946,385
21	Total Expenditures	\$21,292,991	\$19,724,841	\$34,567,864	\$44,964,374	\$64,006,457	\$184,556,527
22	HSA Revenues						
23	General Fund - Admin	\$467,883	\$438,175	\$443,298	\$574,955	\$685,832	\$2,610,142
24	General Fund - Pass-Through - ELS Gap	\$10,028,383	\$11,095,951	\$11,469,549	\$1,774,597	\$1,858,372	\$36,226,852
25	General Fund - Pass-Through - MRA				\$19,899,050	\$26,622,155	
26	General Fund - Pass-Through - PFA	\$5,028,819	\$5,302,290	\$5,380,662		\$550,000	\$16,261,771
27	General Fund - Pass-Through - FACES FCCN	\$1,177,380	\$1,564,147	\$1,599,350	\$1,021,409	\$1,600,000	\$6,962,286
28	General Fund - Pass-Through - Program Capacity Supports				\$1,269	\$1,900,000	
29	General Fund - Pass-Through - MEDA Latino Prenatal Program					\$100,000	
30	General Fund - Pass-Through - Holy Family	\$72,938	\$72,938	\$72,938	\$77,004	\$0	\$295,818
31	General Fund - Pass-Through - Annual Quality Grant	\$1,365,588	\$1,094,898	\$996,890	\$1,156,943	\$813,000	\$5,427,319
32	General Fund - Pass-Through - Mission Analytics/Indigo	\$24,500	\$0	\$50,000	\$25,000	\$25,000	\$124,500
33	General Fund - Pass-Through - TIDA CYO	\$40,000	\$124,750	\$128,493	\$128,500	\$128,500	\$550,243
34	General Fund - Pass-Through - Registry	\$0	\$0	\$0	\$40,000	\$40,000	\$80,000
35	General Fund - Pass-Through - FCCASF	\$71,822	\$28,345	\$108,205	\$82,164	\$77,514	\$368,050
36	General Fund - Pass-Through - OECE Drop-Ins	\$10,349	\$2,249	\$2,605			\$15,203
37	General Fund - Pass-Through - Trustline	\$191	\$1,098	\$0		\$600	\$1,889
38	General Fund - Pass-Through - CARES 2.0				\$15,000,000	\$25,000,000	
39	General Fund - Pass-Through - C2AP Stipend				\$425,605	\$362,400	
40	General Fund - Pass-Through - CAPP Stipend				\$34,796	\$52,200	
41	General Fund - Pass-Through - EEER Grant				\$3,493,000	3,668,000	
42	General Fund - Pass-Through - CARES 2.0 Reserve				\$443,394		
43	General Fund - Pass-Through - CARES 2.0 Support (Marissa Mota)				\$11,340		
44	General Fund - Pass-Through - Stage 2 Family Fees				\$4,322		
45	General Fund - Pass-Through - Stage 3 Family Fees				\$81,614		
46	General Fund - Pass-Through - CAAP Family Fees				\$62,590		
47	General Fund - Pass-Through - Felton Learning Hubs				\$307,605		
48	General Fund - Pass-Through - Dream keepers initiative				\$152,116	\$522,884	
49	General Fund - Pass-Through - One-time Local FCC Stipends				\$167,101		
50	General Fund - Pass-Through - CalWork Communication	\$0	\$0	\$30,000			\$30,000
51	General Fund - Pass-Through - ELSF Ambassadors	\$0	\$0	\$2,675			\$2,675
52	General Fund - Pass-Through - Teacher Stipends	\$0	\$0	\$14,283,200			\$14,283,200
53	General Fund - Pass-Through - Transition Funding	\$2,988,313	\$0	\$0			\$2,988,313
54	General Fund - Pass-Through - Translation Services	\$16,825	\$0	\$0			\$16,825
55							
56	TOTAL HSA REVENUES	\$21,292,991	\$19,724,841	\$34,567,864	\$44,964,374	\$64,006,457	\$184,556,527
57	Other Revenues						
58							
59							
60							
61							
62							
63	Total Revenues	\$21,292,991	\$19,724,841	\$34,567,864	\$44,964,374	\$64,006,457	\$184,556,527
64	Full Time Equivalent (FTE)						
66	Prepared by: Cody Cheng	Telephone No.:				Date	
67	HSA-CO Review Signature:						
68	HSA #1						1/14/2022

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Appendix B-1, Page 12														
2															
3															
4	Program: ELS Fiscal Intermediary														
5	(Same as Line 9 on HSA #1)														
6															
7	Operating Expense Detail														
8															
9															
10															
11															
12	Expenditure Category	TERM	Actual FY17-18	Actual FY18-19	Budgeted FY19-20	New FY20-21	New FY21-22	TOTAL							
13	Rental of Property		\$35,026	\$38,040	\$43,504	\$36,999	\$51,090	\$ 204,659							
14	Utilities(Elec, Water, Gas, Phone, Scavenger)		\$9,748	\$11,791	\$10,246	\$15,110	\$15,893	\$ 62,788							
15	Office Supplies, Postage		\$6,340	\$5,602	\$8,027	\$7,428	\$7,252	\$ 34,648							
16	Building Maintenance Supplies and Repair		\$3,703	\$11,647	\$4,557	\$19,696	\$8,077	\$ 47,680							
17	Printing and Reproduction		\$3,469	\$6,169	\$8,280	\$5,573	\$4,469	\$ 27,960							
18	Insurance		\$1,729	\$1,727	\$1,398	\$2,320	\$2,943	\$ 10,117							
19	Staff Training		\$2,036	\$574	\$533	\$4,766	\$3,876	\$ 11,785							
20	Staff Travel-(Local & Out of Town)		\$26	\$0	\$1	\$66	\$124	\$ 217							
21	Rental of Equipment			\$0	\$0	\$798	\$3,547	\$ 4,345							
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE														
23	Consultant		\$2,628	\$6,353	\$8,890	\$28,201	\$8,559	\$ 54,632							
24								\$ -							
25								\$ -							
26								\$ -							
27	OTHER														
28	Program Supplies		\$1,934	\$500	\$699	\$543	\$500	\$ 4,176							
29	Dues and Subscriptions		\$139	\$257	\$2	\$3,329	\$1,073	\$ 4,799							
30	Bank Charges		\$8,229	\$6,034	\$8,016	\$7,883	\$12,000	\$ 42,162							
31	Technical Support		\$1,498	\$0	\$2,224	\$10,578	\$17,323	\$ 31,623.19							
32	Provider/Parent Incentives						\$0								
33															
34	TOTAL OPERATING EXPENSE		\$76,505	\$88,693	\$96,376	\$143,290	\$136,726	\$541,590							
35															
36	HSA #3														1/14/2022

	A	B	C	D	E	F	G
1	Appendix B-1, Page 13						
2							
3	HUMAN SERVICES AGENCY BUDGET SUMMARY						
4	BY PROGRAM						
5	Name			Term			
6	Children's Council of San Francisco			July 1, 2017-June 30, 2022			
7	(Check One) New <input checked="" type="checkbox"/> Modification X						
8	If modification, Effective Date of Mod. 2/1/2020		No. of Mod. 1				
9	Program: Resource & Referral/Nutrition						
10	Budget Reference Page No.(s)	Actual	Actual	Actual	Actual	Budget	
11	Program Term	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Total
12	Expenditures						
13	Salaries & Benefits	\$257,344	\$247,956	\$214,226	\$277,814	\$586,471	\$1,583,812
14	Operating Expense	\$81,006	\$112,154	\$67,141	\$212,711	\$191,824	\$664,836
15	Subtotal	\$338,350	\$360,110	\$281,367	\$490,526	\$778,295	\$2,248,648
16	Indirect Percentage (%)	13.5%	10.4%	13.5%	13.6%	14%	
17	Indirect Cost (Line 16 X Line 15)	\$45,624	\$37,580	\$37,962	\$66,756	\$105,819	\$293,740
18	Capital Expenditure	\$796	-	-	-	-	\$796
19	Subtotal before Pass-Through	\$384,769	\$397,690	\$319,329	\$557,281	\$884,114	\$2,543,184
20	Direct Client Pass-Through	\$0	-	-	34,000	34,000	\$68,000
21	Total Expenditures	\$384,769	\$397,690	\$319,329	\$591,281	\$918,114	\$2,611,184
22	HSA Revenues						
23	Admin (mixed State/Fed/Local funds)	\$384,769	\$397,690	\$319,329	\$591,281	\$631,682	\$2,324,751
24	Local Funding (primarily for Nutrion)					\$286,432	
25							
26							
27							
28							
29							
30							
31	TOTAL HSA REVENUES	\$384,769	\$397,690	\$319,329	\$591,281	\$918,114	\$2,611,183
32	Other Revenues						
33							
34							
35							
36							
37							
38	Total Revenues	\$384,769	\$397,690	\$319,329	\$591,281	\$918,114	\$2,611,183
39	Full Time Equivalent (FTE)						
41	Prepared by: Cody Cheng	Telephone No.:				Date	
42	HSA-CO Review Signature:	_____					
43	HSA #1						1/14/2022

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Appendix B-1, Page 15														
2															
3															
4	Program: Resource & Referral/Nutrition														
5	(Same as Line 9 on HSA #1)														
6															
7	Operating Expense Detail														
8															
9															
10															
11															
12	Expenditure Category		Actual	Actual	Budgeted	New	New								
		TERM	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	TOTAL							
13	Rental of Property		\$30,481	\$33,327	\$32,343	\$33,248	\$65,782	\$ 195,181							
14	Utilities(Elec, Water, Gas, Phone, Scavenger)		\$8,735	\$8,518	\$8,909	\$14,459	\$20,713	\$ 61,334							
15	Office Supplies, Postage		\$5,897	\$6,516	\$5,469	\$15,020	\$6,295	\$ 39,197							
16	Building Maintenance Supplies and Repair		\$3,228	\$7,427	\$3,544	\$5,897	\$8,324	\$ 28,420							
17	Printing and Reproduction		\$3,141	\$5,558	\$3,774	\$6,191	\$3,930	\$ 22,595							
18	Insurance		\$1,489	\$1,650	\$1,099	\$2,123	\$3,789	\$ 10,150							
19	Staff Training		\$6,856	\$2,188	\$1,155	\$17,024	\$10,632	\$ 37,855							
20	Staff Travel-(Local & Out of Town)		\$93	\$297	\$918	\$3	\$1,409	\$ 2,720							
21	Rental of Equipment		\$0	\$0	\$0	\$186	\$4,567	\$ 4,753							
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE						0								
23	Consultant		\$8,753	\$36,620	\$2,159	\$40,057	\$15,994	\$ 103,583							
24								\$ -							
25								\$ -							
26								\$ -							
27	OTHER														
28	Program Supplies		\$580	\$2,856	\$1,955	\$5,291	\$125	\$ 10,807							
29	Provider/Parent Incentives		\$2,320	\$1,000	\$416	\$0	\$2,851	\$ 6,587							
30	Dues and Subscriptions		\$4,733	\$6,197	\$3,198	\$20,035	\$4,488	\$ 38,652							
31	Bank Charge					\$5,247	\$3,800								
32	Technical Support		\$4,700	\$0	\$2,201	\$47,931	\$39,125	\$ 93,956.87							
33															
34	TOTAL OPERATING EXPENSE		\$81,006	\$112,154	\$67,141	\$212,711	\$191,824	\$655,789							
35															
36	HSA #3														1/14/2022

	A	B	C	D	E	F	G	H	
1	Appendix B-1, Page 16								
2									
3									
4	Program: Resource & Referral/Nutrition								
5	(Same as Line 9 on HSA #1)								
6									
7	Program Expenditure Detail								
8									
9									
10	EQUIPMENT		TERM	Actual FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	TOTAL
11	No.	ITEM/DESCRIPTION							
12	2	Computers		796	-	-	-	-	796
13									-
14									-
15									-
16									-
17									-
18	TOTAL EQUIPMENT COST			796	-	-	-	-	796
19									
20	R E M O D E L I N G								
21	Description:								0
22									0
23									0
24									0
25									0
26									0
27	TOTAL REMODELING COST			0	0	0			0
28									
29	TOTAL CAPITAL EXPENDITURE			796	0	0			796
30	(Equipment and Remodeling Cost)								
31	HSA #4								
	1/14/2022								

	A	B	C	D	E	F	G
1	Appendix B-1, Page 17						
2							
3	HUMAN SERVICES AGENCY BUDGET SUMMARY						
4	BY PROGRAM						
5	Name			Term			
6	Children's Council of San Francisco			July 1, 2017-June 30, 2022			
7	(Check One) New <input checked="" type="checkbox"/> Modification X						
8	If modification, Effective Date of Mod. 2/1/2020		No. of Mod. 1				
9	Program: Help Desk						
10	Budget Reference Page No.(s)	Actual	Actual	Actual	Actual	Budget	
11	Program Term	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Total
12	Expenditures						
13	Salaries & Benefits	\$69,159	\$169,626	\$185,442	\$169,058	\$246,969	\$840,255
14	Operating Expense	\$17,071	\$50,170	\$67,742	\$66,363	\$85,860	\$287,205
15	Subtotal	\$86,230	\$219,796	\$253,184	\$235,421	\$332,829	\$1,127,460
16	Indirect Percentage (%)	14.8%	13.7%	14.1%	11.6%	14.4%	
17	Indirect Cost (Line 16 X Line 15)	\$12,801	30,058	35,574	27,218	47,798	\$153,448
18	Capital Expenditure	-	-	-	-	-	-
19	Total Expenditures	\$99,031	\$249,854	\$288,758	\$262,639	\$380,627	\$1,280,908
20	HSA Revenues						
21	General Fund - Admin	\$99,031	\$249,854	\$288,758	\$262,639	\$380,627	\$1,280,908
22							
23							
24							
25							
26							
27							
28							
29	TOTAL HSA REVENUES	\$99,031	\$249,854	\$288,758	\$262,639	\$380,627	\$1,280,908
30	Other Revenues						
31							
32							
33							
34							
35							
36	Total Revenues	\$99,031	\$249,854	\$288,758	\$262,639	\$380,627	\$1,280,908
37	Full Time Equivalent (FTE)						
39	Prepared by: Cody Cheng	Telephone No.:				Date	
40	HSA-CO Review Signature: _____						
41	HSA #1						1/14/2022

	A	B	C	D	E	F	G	H	I	J	K
1	Appendix B-1, Page 18										
2											
3											
4	Program: Help Desk										
5	(Same as Line 9 on HSA #1)										
6											
7	Salaries & Benefits Detail										
8											
9											
10											
						FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	
11		Agency Totals		For HSA Program		Help Desk	Help Desk	Help Desk	Help Desk	Help Desk	TOTAL
12	POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Actual Salary	Actual Salary	Actual Salary	Actual Salary	Budgeted Salary	7/1/17-6/30/22
13	Director, Provider Services	\$120,812	1.00	10%	0.10	\$14,807	\$11,692	\$12,071	\$11,961		\$50,531
14	Manager, Business and Technology Support	\$70,382	1.00	40%	0.40	\$0	\$27,208	\$31,017	\$0		\$58,226
15	Associate Director of Business Supports	\$ 91,917	100%	5%	0.05				\$34,173	\$1,697	\$35,870
16	Provider Services Coordinator	\$ 46,698	100%	15%	0.15					\$7,120	\$7,120
17	BATS Manager	\$ 75,000	100%	60%	0.60					\$32,019	\$32,019
18	Family Subsidy Provider Coordinator	\$ 51,217	100%	5%	0.05					\$1,893	\$1,893
19	Business & Technology Support Data Coordinator	\$ 55,756	100%	70%	0.70	\$15,174	\$28,420	\$24,897	\$25,004	\$39,960	\$133,455
20	Business & Technology Support Data Coordinator	\$ 51,036	100%	70%	0.70	\$23,952	\$22,962	\$16,460	\$22,670	\$36,720	\$122,764
21	Business & Technology Support Data Coordinator	\$ 48,104	100%	70%	0.70	\$0	\$15,797	\$28,436	\$5,146	\$33,880	\$83,258
22	Business & Technology Support Data Coordinator	\$ 54,691	60%	70%	0.42	\$0	\$23,796	\$31,102	\$28,741	\$38,475	\$122,113
23	TOTALS		9.60	4.15	3.87	\$53,933	\$129,874	\$143,983	\$127,695	\$191,764	\$647,249
24											
25	FRINGE BENEFIT RATE	23.41%									
26	EMPLOYEE FRINGE BENEFITS	\$0				\$15,227	\$39,752	\$41,458	\$41,363	\$55,205	\$193,005
27											
28											
29	TOTAL SALARIES & BENEFITS	\$0				\$69,159	\$169,626	\$185,442	\$169,058	\$246,969	\$840,255
30	HSA #2										
		1/14/2022									

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Appendix B-1, Page 19														
2															
3															
4	Program: Help Desk														
5	(Same as Line 9 on HSA #1)														
6															
7	Operating Expense Detail														
8															
9															
10															
11															
12	Expenditure Category		TERM	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	TOTAL						
13	Rental of Property			\$10,549	\$23,604	\$33,742	\$14,790	\$29,713	\$ 112,397						
14	Utilities(Elec, Water, Gas, Phone, Scavenger)			\$2,407	\$7,435	\$7,662	\$6,420	\$9,243	\$ 33,167						
15	Office Supplies, Postage			\$1,951	\$3,145	\$3,934	\$2,855	\$5,448	\$ 17,333						
16	Building Maintenance Supplies and Repair			\$1,115	\$8,443	\$3,652	\$2,581	\$3,534	\$ 19,324						
17	Printing and Reproduction			\$378	\$3,570	\$6,447	\$2,582	\$10,436	\$ 23,413						
18	Insurance			\$393	\$1,072	\$1,056	\$1,091	\$1,712	\$ 5,324						
19	Staff Training			\$78	\$591	\$481	\$2,269	\$2,754	\$ 6,172						
20	Staff Travel-(Local & Out of Town)			\$0	\$16	\$14	\$2	\$72	\$ 105						
21	Rental of Equipment			\$0	\$0	\$0	\$119	\$2,063	\$ 2,182						
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE														
23	Consultant			\$190	\$1,559	\$8,410	\$25,513	\$14,978	\$ 50,650						
24									\$ -						
25									\$ -						
26									\$ -						
27	OTHER														
28	Program Supplies			\$0	\$480	\$431	\$492	\$500	\$ 1,902						
29	Technical Support			\$0	\$155	\$1,914	\$4,036	\$333	\$ 6,437						
30	Dues and Subscriptions			\$9	\$100		\$129	\$4,574	\$ 4,811.89						
31	Bank Charges						\$3,485								
32	Provider/Parent Incentives						\$0	\$500							
33															
34	TOTAL OPERATING EXPENSE			\$17,071	\$50,170	\$67,742	\$66,363	\$85,860	\$283,220						
35															
36	HSA #3														1/14/2022

	A	B	C	D	E	F	G	H
1								Appendix B-1, Page 20
2								Document Date: 1/24/2022
3	HUMAN SERVICES AGENCY BUDGET SUMMARY							
4	BY PROGRAM							
5	Name						Term	
6	Children's Council of San Francisco						July 1, 2017 - June 30, 2022	
7	(Check One) New Modification X							
8	If modification, Effective Date of Mod. 2/1/2020 No. of Mod. 1							
9	Program: CPAC							
10	Budget Reference Page No.(s)	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22		
11	Program Term	CPAC	CPAC	CPAC	CPAC	CPAC	CPAC Total	
12	Expenditures							
13	Salaries & Benefits						\$	-
14	Operating Expense			\$39,832	\$16,795	\$137,254	\$	193,881
15	Subtotal	-	-	\$39,832	\$16,795	\$137,254	\$	193,881
16	Indirect Percentage (%)							
17	Indirect Cost (Line 16 X Line 15)	\$1,580	\$1,103	\$1,610	\$1,444	\$12,353	\$	18,090
18	Subtotal before Pass-Through	\$1,580	\$1,103	\$41,442	\$18,239	\$149,607	\$	211,971
19	Capital Expenditure	-	-	-	-	-	\$	-
20	Direct Client Pass-Through	\$18,360	\$18,476	\$0	\$0	\$0	\$	36,836
21	Total Expenditures	\$19,941	\$19,578	\$41,442	\$18,239	\$149,607	\$	248,808
22	HSA Revenues							
23	General Fund - Admin	\$1,580	\$1,103	\$41,442	\$18,239	\$149,607	\$	211,971
24	General Fund - Pass-Through - CPAC	\$18,360	\$18,476				\$	36,836
25								
26								
27								
28								
29								
30								
31								
32								
33								
34								
35								
36								
37								
38	TOTAL HSA REVENUES	\$19,941	\$19,578	\$41,442	\$18,239	\$149,607	\$	248,808
39	Other Revenues							
40								
41								
42								
43								
44								
45	Total Revenues	\$19,941	\$19,578	\$41,442	\$18,239	\$149,607	\$	248,808
46	Full Time Equivalent (FTE)							
48	Prepared by: Cody Cheng							1/14/2022
49	HSA-CO Review Signature: _____							
50	HSA #1							

	A	B	C	D	E	F	G	H	
1								Appendix B-1, Page 20	
2								Document Date:	1/24/2022
3	HUMAN SERVICES AGENCY BUDGET SUMMARY								
4	BY PROGRAM								
5	Name						Term		
6	Children's Council of San Francisco						July 1, 2017 - June 30, 2022		
7	(Check One) New Modification X								
8	If modification, Effective Date of Mod. 2/1/2020 No. of Mod. 1								
9	Program: CPAC								
10	Budget Reference Page No.(s)	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22			
11	Program Term	CPAC	CPAC	CPAC	CPAC	CPAC	CPAC Total		
12	Expenditures								
13	CPAC - Administrative Staff			\$4,375	\$0	\$ 500	\$ 4,875		
14	Consultant					\$ 120,432	\$ 120,432		
15	Meetings			\$2,160	\$1,076	\$ 1,300	\$ 4,536		
16	CPAC - Member Stipends			\$825		\$ 532	\$ 1,357		
17	CPAC - Membership Dues/Subscriptions			\$600	\$589	\$ 650	\$ 1,839		
18	Training			\$1,999		\$ 1,600	\$ 3,599		
19	Travel			\$1,128		\$ -	\$ 1,128		
20	Supplies/Printing/Mailing/Publications			\$470		\$ 240	\$ 710		
21	Website			\$540		\$ -	\$ 540		
22	Computer & Software			\$0		\$ -	\$ -		
23	Week of the Young Child			\$25,736	\$15,130	\$ 12,000	\$ 52,866		
24	Unallocated Expenditures			\$1,999			\$ 1,999		
25									
26									
27									
28									
29									
30									
31									
32									
33									
34									
35									
36	TOTAL HSA REVENUES	\$0	\$0	\$39,832	\$16,795	\$137,254	\$ 193,881		
37	Other Revenues								
38									
39									
40									
41									
42									
43	Total Revenues	\$0	\$0	\$39,832	\$16,795	\$137,254	\$ 193,881		
44	Full Time Equivalent (FTE)								
46	Prepared by: Cody Cheng							1/14/2022	
47	HSA-CO Review Signature:	_____							
48	HSA #1								

	A	B	C	D	E	F	G	H
1								Appendix B-1, Page 21
2								Document Date: 1/24/2022
3	HUMAN SERVICES AGENCY BUDGET SUMMARY							
4	BY PROGRAM							
5	Name						Term	
6	Children's Council of San Francisco						July 1, 2017 - June 30, 2022	
7	(Check One) New Modification X							
8	If modification, Effective Date of Mod. 2/1/2020 No. of Mod. 1							
9	Program: State QRIS Block Grant							
10	Budget Reference Page No.(s)	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22		
11	Program Term	State QRIS Block Grant	State QRIS Block Grant	State QRIS Block Grant	State QRIS Block Grant	State QRIS Block Grant	State QRIS Block Grant Total	
12	Expenditures							
13	Salaries & Benefits						\$ -	
14	Operating Expense						\$ -	
15	Subtotal	-	-	-	-	-	\$ -	
16	Indirect Percentage (%)							
17	Indirect Cost (Line 16 X Line 15)						\$ -	
18	Capital Expenditure	-	-	-	-	-	\$ -	
19	Direct Client Pass-Through	\$1,034,344		\$1,800,537	\$0		\$ 2,834,881	
20	Total Expenditures	\$1,034,344	\$0	\$1,800,537	\$0	\$0	\$ 2,834,881	
21	HSA Revenues							
22	Annual Quality Grant (Mixed State/Fed/Local funds)	\$1,034,344		\$1,480,312	\$0		\$ 2,514,656	
23	Emergency Back Up & Supplies			\$320,225				
24	Family Fees							
25								
26								
27								
28								
29								
30								
31								
32								
33								
34								
35								
36								
37	TOTAL HSA REVENUES	\$1,034,344	\$0	\$1,800,537	\$0	\$0	\$ 2,834,881	
38	Other Revenues							
39								
40								
41								
42								
43								
44	Total Revenues	\$1,034,344	\$0	\$1,800,537	\$0	\$0	\$ 2,834,881	
45	Full Time Equivalent (FTE)							
47	Prepared by: Cody Cheng							1/14/2022
48	HSA-CO Review Signature:	_____						
49	HSA #1							

**Appendix A-3: Scope of Services to be Provided
Wu Yee Children’s Services
Early Care and Education (ECE) Integrated Services
July 1, 2021 to June 30, 2022**

1) Purpose

The purpose of this grant is to provide Early Care and Education Integrated Services. The Grantee is central to the implementation of the OECE Citywide Plan for Early Care and Education (ECE), through the effective leveraging of state and federal child care subsidy opportunities for families and supporting the Early Learning Scholarship (ELS) goals of continuity of care and choice in high quality care options for families.

The ECE Integrated Services Grantee will manage:

- Oversight of the local Early Learning Scholarship child care subsidy and eligibility system that includes:
 - Client eligibility and need determination, according to program type
 - Subsidy enrollment
 - Child care provider services, including orientation to voucher reporting
 - Rate setting for subsidy payments according to state and/or local policies
 - Administration and issuance of provider payments
 - State noticing/informing requirements and due process rights for applicants and enrolled families
 - Coordination and leveraging of the citywide subsidy system to ensure state and federal dollars are used before city/county funding whenever possible
- Monthly, quarterly, and annual tracking and reporting to assist with citywide planning related to utilization.
- Outreach and support to families through comprehensive ECE Resource and Referral services.

The overall program goals are to:

- Timely and seamlessly connect families to quality early care choices.
- Connect families to available community resources, including assistance in paying for ECE services;
- Ensure providers are paid an enhanced local rate to support quality programming, while leveraging federal and state funding whenever possible; and
- Ensure continuous quality improvements to the citywide ECE system through robust and continuous system data reporting and evaluation
- Promote continuous participation in quality programs for children among eligible populations.

2) Definitions

0-5 Continuity	Eligible families who lose subsidy eligibility for state funding may continue in care until their child reaches kindergarten with annual eligibility redeterminations for state/federal funding
----------------	---

CDE	California Department of Education
Comprehensive Fiscal Analysis (CFA)	The Comprehensive Fiscal Analysis was conducted by a national team of experts, providing an inventory of federal, state, and local investments. It proposes, approaches, and models for restructuring San Francisco’s local early care and education investments. The CFA proposals and analysis is fundamental to the ELS redesign for the city. https://sfoece.org/2017/02/07/san-francisco-comprehensive-fiscal-analysis/
CPAC	Childcare Planning and Advisory Council
CBO	Community-based organizations, including Family Resource Centers
Center-MRA	Center-MRA is the name for locally funded enrollments that are part of an ELS qualified center’s MRA as indicated in their FY 2020-2021 Funding Agreement. Centers can use their MRA funding to support PFA, Title 5 Gap, and fully funded Center-MRA enrollments. Center-MRA replaces ELS Reserved and Moderate enrollments. Center-MRA enrollments and attendance are reported in Mocha.
DHS	San Francisco Department of Human Services, a division of HSA
Early Learning SF (ELSF)	Early Learning SF (ELSF) is a centralized eligibility and waiting list designed to assist families in connecting with quality early care and education options. Through real-time vacancy information and program and family profiles, the waitlist matches family needs/preferences with available subsidized ECE program options.
ECE	Early care and education
ELS	San Francisco Early Learning Scholarships, which are local funds: 1) fully funded at the CFA calculated rate; or 2) are an enhancement to a state or federally subsidized child, to reimburse at the CFA calculated rate. OECE may determine, over time, changes in costs or tiers for ELS reimbursement.
ELS-Voucher)	Early Learning Scholarships for which the city is paying the full tuition at the CFA calculated rate.
ELS-Gap (now part of MRA)	Early Learning Scholarship (ELS) Gap provides local funding to cover the “gap,” when one exists, between the maximum state subsidy reimbursement rate (i.e., Regional Market Rate or Standard Reimbursement) and the CFA calculated rate
ELS-PFA (now part of MRA)	San Francisco’s Preschool for All program offering universal free part-day preschool for four-year olds enrolled in PFA programs

Enhanced Case Management	A continuum of support for FCS families from the beginning of the child care navigation and enrollment process through referral to other child options in the case of FCS case closure or termination of Bridge Program funding. Enhanced case management also includes trauma-informed coaching for providers as appropriate to ensure a successful child care placement.
FCS	Family and Children’s Services. ECE for families in the At-Risk, CPS and Foster Care system in San Francisco; including the Emergency Child Care Bridge State Program.
HSA	San Francisco Human Services Agency
Low-Income	Families at or below 85% of the State Median Income as determined by the California Department Education
Maximum Reimbursable Amount (MRA)	The Maximum Reimbursable Amount (MRA) is the maximum amount an ELS qualified center can earn, as established in the FY 2020-2021 Funding Agreements, through a mix of PFA, center-MRA, and Title 5 (ELS Gap) enrollments, calculated at the current ELS rates. The MRA total funding for each center is based on actual amounts from their FY 2019-2020 enrollments and earnings in the following funding categories: PFA, Title 5 ELS-Gap, ELS-Reserved, and ELS-Moderate. MRA funding is to support enrollments through a combination of in-classroom instruction and/or distance learning. MRA enrollments are reported in Mocha.
OECE	Office of Early Care and Education
Program Year Continuity	Low-income families who lose state subsidy eligibility may continue in care until the end of the program year, typically prior to fall through an ELS Bridge payment
Reasonable Notice	For ELS, reasonable notice shall be 30 calendar days.
Resource and Referral	Assisting parents in finding child care that best meets their family needs through the provision of robust, up-to-date information regarding licensed providers
San Francisco Citywide Plan for Early Care and Education	The San Francisco Board of Supervisor’s approved Early Care and Education plan to align early education goals, frameworks, funding, and outcomes targeting children birth through age five

3) Eligible Populations

The San Francisco child care system serves the needs of families with children 0-5 with a focus on low income families and a particular emphasis on providing targeted supports to families who continue to experience ongoing systemic inequities and racial discrimination. This population includes, but is not limited to, children from families who are involved in the Child Welfare System (FCS), Foster Care Bridge Program, At-Risk, homeless, survivors of domestic violence

and families from the African American, Latino, Native American , and Pacific Islander communities.

Specific eligibility requirements for state funded programs are defined by their respective funding agencies (e.g., The California Department of Social Services funds CalWORKs Stage 1 which serves low-income CalWORKs eligible families while the California Department of Education funds CAPP which serves low-income families and CalWORKs Stages 2 and 3 which serves former CalWORKs aided families). Certain subsidy programs may also serve children 0 through 12 years of age. Early Learning Scholarship enhanced reimbursement rates are offered to ELS qualified providers and subject to fund availability.

4) **Communications and Messaging**

Grantee will work closely with OECE to ensure messaging alignment with respect to Grantee's communications with ECE programs, community and government agencies, stakeholders, parents, and other members of the public.

5) **Description of Services – Early Care and Education Subsidy Administration.** Grantee will provide the following services:

- **Integrated Child Care Case Management:** Grantee will work across its internal departments to provide integrated child care case management services for eligible families to assist them in accessing and maintaining quality early education experiences.. Grantee will provide case managed families with ongoing support and regular check-ins as family circumstances may change or their experiences over time with an early education provider may provide the Grantee with important information to better assist the family with their developing needs and circumstances. Grantee will record case notes for every case managed family interaction to ensure they capture detailed information regarding the family's situation, needs, and recommended next steps..
- **Family Choice & Fiscal Leveraging:** Grantee will balance family choice and fiscal leveraging. On one hand, Grantee will counsel families on all applicable subsidized care options, emphasizing the importance of quality. Likewise, at certification, Grantee will screen families for state/federal subsidies to attempt to use those funds to support families, whenever possible.
- **Continuity of Care** is a key component of the Office of Early Care & Education's design of programs and policies that support families' and children's consistent engagement in quality early learning experiences. If a family loses a state or federal subsidy, Grantee will work with OECE and its other Integrated Services Grantee to enroll children in an ELS-Voucher subsidy. Grantee will assist in tracking the reasons families lose state or federal subsidy eligibility, with increased attention on those who fall out of eligibility at recertification.
- **High Quality Services Experience:** Grantee will continue to streamline all aspects of subsidy system administration and service delivery, with a focus on improving the experience for families and child care providers, taking full advantage of the latitude allowed by state programs. For locally-funded programs, Grantee will work to simplify what and how

parents must report, helping families maintain their ECE services and improving continuity of care. Grantee will also explore improvements in systems administration such as online provider reporting, automating child eligibility screening and enrollment, and attendance tracking that could then be linked to payment calculation, billing and reporting.

- **Local Child Care Subsidy Administration**

Early Learning Scholarships: Grantee will administer the local Early Learning Scholarship (ELS) child care program in partnership with Children’s Council of San Francisco administration work. Grantee will closely coordinate services and seamlessly integrate data and reporting with Children’s Council of San Francisco.

1. ***ELS-City (Voucher)***

Grantee will administer ELS-Vouchers. For ELS- Vouchers, Grantee will use monthly projections to determine the amount of funding available and enroll families accordingly of off ELSF, or other OECE approved methods, following OECE’s priority enrollment policies.

Grantee will certify families as eligible for ELS-Voucher and manage the full subsidy administration process for both family and program. To ensure families who lose eligibility for state or federal subsidy programs can maintain continuity of care in their ELS program Grantee will work with the family and program to obtain an ELS-Voucher. Depending on the needs and preferences of each family, the Grantee will develop a full understanding of the family’s circumstances, including early learning goals for their children, helping to guide them on their journey through the early education system and ultimately elementary school enrollment.

Coordination with Homeless Child Care Case Management Grantee (Compass Family Services)

For homeless families waiting on Early Learning SF and/or receiving ELS-Vouchers, the Grantee will work with Compass Family Services to determine funding availability and process provider payments. Grantee will maintain regular communication around trends in homeless families’ ability to secure child care. Grantee will collaborate closely with Compass Family Services to ensure efficient and effective child care subsidy enrollments

- 6) **Description of Services – Child Care Resource and Referral Services.** Grantee will provide the following services:

- **Family Support:** Grantee will work across its internal departments to provide integrated family support services to low-income families to help them achieve their goals. These services will meet families where they are to provide comprehensive, flexible and individualized support and connection in a way that affirms and builds on families’ strengths.
 - Tailored Family Support Services include counseling in finding and paying for child care, online child care search, trainings and workshops, child care navigation services, referrals

to specialized community resources and connection to relevant Parent and Caregiver Education programs.

- Enhanced Family Support to Families from Target Populations. With emphasis on families with children with special needs and/or who are homeless.
- **Early Learning SF Family Support:** Grantee will support families' application to and use of Early Learning SF to secure quality child care.
 - Grantee will assist families in developing a profile and articulating preferences for care. Grantee will monitor activity within the system, and as families are matched with possible programs, follow-up with families via email, text or phone calls, as appropriate, to support family exploration of options and progress toward enrollment in subsidized child care.
 - New families assigned to the Grantee will have their ELSF application reviewed and be contacted for any additional information needed in accordance with agreements made at the ELSF Implementation meetings.
 - Grantee will provide enrollment services and support to families around manual referral.
 - When a family applies to Early Learning SF and is assigned to Grantee, Grantee will reach out to screen them for eligibility for other state-/federally-funded subsidy programs (such as CalWORKs) and conduct an in-depth phone interview to update eligibility and need information. If a family has been selected for a slot Grantee will contact the family to assist them in selecting a program and when necessary provide a "warm-handoff" to subsidy staff to facilitate an enrollment.
 - For Center-MRA enrollments, Grantee will monitor Center-MRA vacancy reporting to support ELS centers in appropriately maximizing MRA funding through enrollments
 - Grantee will support data integrity by updating family applications, inactivating applications, and merging duplicates. All family applications assigned to Grantee will be updated as often as needed or at least quarterly. Grantee will also update individual family profiles outside of scheduled process as staff become aware of new information.
- **Community Outreach:** Grantee will engage in coordinated outreach and communication to maximize its engagement of eligible families, particularly those from OECE designated communities needing targeted supports.
 - Grantee will develop/ review a Community Outreach Logic Model with specific activities and timelines at the beginning of each fiscal year to help guide the desired outcomes.
 - Not limited to, Grantee will work with community-based organizations that work with subsidy eligible families/groups (e.g., neighborhood clinics and hospitals, family resource centers, recreation centers and parks, churches, Women Infant Children Clinics, San Francisco Public Library, etc.) so they have child care information on-hand and knowledgeable staff who know how to refer families to the Grantee for more information about child care, assistance in finding child care and support in connecting to child care subsidies.

- Grantee will utilize a variety of outreach strategies such as text-messaging, email, social media and direct mail campaigns to specific neighborhoods to engage families and to capture family/community needs and service delivery satisfaction. Additionally, Grantee will explore the cost-effectiveness of targeted print/digital/outdoor advertising to determine a return-on-investment.
- Grantee will report on Outreach activities and their impact on families and programs at least once a quarter.
- As requested by OECE, Grantees will pivot on outreach priorities in order to respond to community needs.
- Grantee will run a weekly vacancy report in ELSF that identifies vacancies reported and enter that information as appropriate into R&R database.
- **Online Information:** Grantee will maintain and continuously improve information available that supports families' ability to find and pay for child care that meets their needs.
 - Specific information available will include types and costs of care, types of financial assistance, and indicators of quality care.
- **Feedback Loops:** Grantee will seek feedback from families to inform continuous improvement of services.
 - At minimum, Grantee will survey families annually to solicit feedback on quality of services. As capacity and experience with feedback loops expands, Grantee will move toward more regular and high-quality feedback loops.
 - Grantee will develop an action plan to describe the system improvements based on the feedback received. Such plan will include timeline for implementation.
- **Collaboration**
 - Coordinate with the other local R&R to ensure families receive consistent and seamless citywide early care and education counseling and R&R services including pre-screening non-CalWORKs clients for alternative child care subsidies.
 - Grantee will create and deliver to DEC quarterly and, as requested, ad hoc reports about the populations accessing services.
- **Additional R&R Services: First Aid Training, Reporting**
 - Grantee will provide CPR and First Aid training to child care providers, in their home language and/or provide translation as needed.
 - Grantee will create and deliver monthly, quarterly, semi-annual, annual and ad hoc reports about funding and the populations (families/programs) accessing services.

7) Location and Accessibility of Services:

- Grantee shall provide services in multiple language (including, but not limited to: Spanish, Cantonese, and English), in-person, by phone, email and online during the hours of at least 9:00 AM-5:00 PM Monday – Friday. Extended evening hours, when available, will be broadly advertised to programs.

- In-person services will be at 888 Clay Street, San Francisco, California 94108, and as requested at OECE-funded programs and other designated locations for on-site support, group trainings, or information sharing. Service Objectives

8) Service Objectives – Subsidy Administration

1. ELS Voucher: Provide case management services to the families of a monthly average of **850** (Average July thru June). *This number may need to be adjusted over the grant period.*
2. Fiscal leveraging: Screen **100%** of all families for State subsidy eligibility prior to enrollment in any ELS-City subsidy and at a minimum annually thereafter.
3. Subsidy Administration Reporting: Provide **accurate** monthly projections and revenue reports based on the program budget allocations.

- **Service Objectives – Resource & Referral**

1. Provide comprehensive counseling and referral services to **1,500** low income families in multiple languages in person, over the phone, and via email, during operating hours of at least 9am-5pm during the week.
2. Outreach to a minimum of **2,000** eligible population families annually.
3. Provide a minimum of **7** CPR/First Aid Trainings targeting licensed providers qualified through the ELS NOFAs. Coordinate with the other local R&R in terms of scheduling and languages offered. Enter all trainings for programs (regardless of funding source) and their attendees' participation into the California ECE Workforce Registry per the protocol supplied by OECE.

9) Outcome Objectives

- **Outcome Objectives – Subsidy Administration**

1. In a survey conducted by Grantee at the end of the 3rd quarter of each grant year, a minimum of **85%** of served families who respond to the survey will rate the Grantee at least a three on a five-point scale regarding whether the Grantee was helpful in assisting with their child care needs.
2. In a survey conducted by Grantee at the end of the 3rd quarter of each grant year, a minimum of **85%** of child care providers will rate Grantee as at least a three on a five-point scale in each of the following: subsidy administration, payment accuracy, and payment timeliness.
3. Annually, Grantee will place a minimum of **85%** of families who are ELS-City subsidized and become State subsidy eligible in a State funded program.

- **Outcome Objectives – Resource & Referral**

1. A minimum of **85%** of surveyed families will indicate satisfaction with R&R services.
2. A minimum of **85%** of surveyed families will indicate satisfaction with Wu Yee's online information.

3. A minimum of **85%** of surveyed providers attending CPR and First Aid training will indicate satisfaction with the training.

10) Monitoring Activities

- **Program Monitoring:** Program monitoring will include review of case files, Grantee development and training activities, program policies and procedures, accessibility and cultural competence of program materials, Granteeing patterns/job descriptions, reporting requirements, client data tracking and back-up documentation for reporting progress towards meeting service and outcome objectives.
- **Fiscal Compliance and Grant Monitoring:** Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

11) Reporting Requirements - Any change in state reporting requirements shall supercede the following grant requirements.

1. Report Schedule

Monthly reports shall be sent no later than the 15th day following the end of the respective reporting period. An annual final report for final adjustments shall be submitted by July 31 for the fiscal year ending June 30. Quarterly and annual reports shall be sent no later than the last day of the month following the end of the respective reporting period.

2. Monthly R&R Administration Reports

- a. Provide a monthly report of the number of families provided comprehensive counseling and referral services.

3. Monthly Subsidy Administration Reports

- a. Provide a detailed monthly summary report on subsidy child care projections and enrollments that illustrates the achievement of the subsidy Service Objectives identified above.
- b. Grantee shall be responsible for all state and federal reporting requirements including, but not limited to: unduplicated child counts, type of care received, cases where no care was available, federal and non-federal child care cases and state contract renewal application processes. Coding for fiscal claiming will be maintained and modified as state policy changes require.
- c. Grantee shall develop and deliver ad hoc reports (for zip code, etc.) as requested by the Department for the purpose of analyzing the impact or potential impact of proposed and actual state policy changes and for the CPAC Needs Assessment.
- d. Grantee shall comply with all state reporting requirements and changes in reporting per state deadlines.

4. Quarterly Reports

- a. Grantee will submit a quarterly report to summarize the progress on service and outcome objectives for Subsidy programs and R&R services.. This report shall also include detailed demographic information..

5. Bi-Annual Reports (R&R only)

- a. Grantee will provide annual performance report regarding progress on service objectives for R&R services.

6. Annual Reports

- a. Grantee will provide annual performance report regarding progress on service objectives for Subsidy programs and R&R services.

7. Grantee will produce subsidy system ad hoc reports relevant for child care planning and policy purposes.

8. Grantee will participate in evaluation requests pertaining to activities funded by this grant. This will include, but not be limited to, collection of data on funded activities and participants, analysis of data and reporting of findings. The data to be collected may include but not be limited to demographic information, service utilization information, measurement of outcomes associated with participation in funded activities. The data may be requested of clients, Grantee and other stakeholders of the funded activities. Grantee may be requested to participate in evaluation activities designed by OECE.

9. Audit Response

Grantee will produce and submit corrective action plans related to any state and local audits.

10. Monthly subsidy projection reports are to be submitted via email to the following:

- Executive Director (Ingrid.Mezquita@sfgov.org)
- Senior Fiscal Strategies Analyst, (Jason.Holthe@sfgov.org)
- Senior Fiscal Strategies Analyst, (Armando.Zapote@sfgov.org)
- Fiscal Strategies Analyst, (Susanna.Cheng@sfgov.org)
- Contract Manager, (Michael.Deleon@sfgov.org)

11. All other reports including Monthly, Quarterly and Annual Reports will be entered into the Contracts Management System (CARBON). Contact information is above for assistance with reporting requirements or submission of reports.

HUMAN SERVICES AGENCY BUDGET SUMMARY BY YEAR

Name	Term							
Wu Yee Children's Services	July 1, 2017 - June 30, 2022							
(Check One) New Modification <input checked="" type="checkbox"/>								
If modification, Effective Date of Mod. 01/12/2022 No. of Mod. 1								
Program: ECE Integrated Services - ELS 17-22								
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	Original	Modification	Revised	
Budget Reference Page No.(s)	Y1	Y2	Y3	Y4	Y5			Y1 - Y5
Program Term	07/2017 - 06/2018	07/2018 - 06/2019	07/2019 - 06/2020	07/2020 - 06/2021	07/2021 - 06/2022			Total
Expenditures								
Salaries & Benefits	\$993,264	\$1,205,643	\$1,352,463	\$1,372,064	\$1,472,247	\$319,351	\$1,791,598	\$6,715,032
Operating Expense	\$321,031	\$224,901	\$252,426	\$157,050	\$227,355	\$101,709	\$329,063	\$1,284,471
Subtotal	\$1,314,295	\$1,430,544	\$1,604,889	\$1,529,114	\$1,699,601	\$421,059	\$2,120,661	\$7,999,503
Indirect Percentage (%)	15%	15%	15%	15%	15%	15%	15%	15%
Indirect Cost (Line 16 X Line 15)	200,468	214,906	243,127	\$230,482	\$254,940	\$63,159	\$318,099	\$1,207,083
Capital Expenditure	12,410							\$12,410
Subtotal w/o Pass-Through	1,527,173	1,645,450	1,848,016	1,759,596	\$1,954,542	\$484,218	\$2,438,760	\$9,218,996
Direct Client Pass-Through	\$9,625,454	\$11,085,079	\$13,883,687	\$14,052,900	\$14,932,723	\$5,806,038	\$20,738,761	\$69,385,881
Total Expenditures	\$11,152,627	\$12,730,529	\$15,731,704	\$15,812,496	\$16,887,265	\$6,290,256	\$23,177,521	\$78,604,877
HSA Revenues								
Mixed funding (local, state, etc.)	\$11,152,627	\$12,730,529	\$15,731,704	\$15,753,586	\$16,887,265	\$6,290,256	\$23,177,521	\$78,545,967
FY 21 One-Time CODB				\$57,732				\$57,732
FY 21 MCO				\$1,178				\$1,179
TOTAL HSA REVENUES	\$11,152,627	\$12,730,529	\$15,731,704	\$15,812,496	\$16,887,265	\$6,290,256	\$23,177,521	\$78,604,877
Other Revenues								
Prepared by: Mark Tao	Telephone No.: 415-230-7504						Date: 01/12/2022	
HSA-CO Review Signature:								
HSA #1								

**HUMAN SERVICES AGENCY BUDGET SUMMARY
BY PROGRAM**

Name Wu Yee Children's Services (Check One) New Modification <input checked="" type="checkbox"/> If modification, Effective Date of Mod. 01/12/2022 No. of Mod. 1	Term July 1, 2017 - June 30, 2022
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Budget Reference																Original	Modification	Revised	Original	Modification	Revised					
Program: ECE Integrated Services 17-20	ELS - Voucher	ELS - Reserved	R&R	CalWorks Outreach	Y1 Total	ELS - Voucher	ELS - Reserved	R&R	Y2 Total	ELS - Voucher	ELS - Reserved	R&R	Y3 Total	ELS Voucher	R&R	Y4 Total	ELC Voucher			R&R			Y5 Total	CONTRACT TOTAL		
Program Term	07/2017 - 06/2018					07/2018 - 06/2019					07/2019 - 06/2020					07/2020 - 06/2021					07/2021 - 06/2022					FY17-22
Expenditures																										
Salaries & Benefits	\$600,436	\$93,870	\$233,708	\$65,250	\$993,264	\$778,507	\$97,500	\$329,636	\$1,205,643	\$898,964	\$93,452	\$360,048	\$1,352,463	\$968,387	\$403,677	\$1,372,064	\$1,013,376	\$187,262	\$1,200,638	\$458,871	\$132,089	\$590,960	\$1,791,598	\$6,715,032		
Operating Expense	\$190,785	\$29,829	\$73,452	\$26,965	\$321,031	\$146,940	\$18,402	\$59,559	\$224,901	\$137,693	\$14,610	\$100,123	\$252,426	\$103,559	\$53,490	\$157,050	\$151,841	\$67,653	\$219,494	\$75,514	\$34,056	\$109,570	\$329,063	\$1,284,471		
Subtotal	\$791,221	\$123,699	\$307,160	\$92,215	\$1,314,295	\$925,447	\$115,902	\$389,195	\$1,430,544	\$1,036,657	\$108,062	\$460,170	\$1,604,889	\$1,071,947	\$457,168	\$1,529,114	\$1,165,217	\$254,914	\$1,420,131	\$534,384	\$166,145	\$700,530	\$2,120,661	\$7,999,503		
Indirect Percentage (%)	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	\$0	15%		
Indirect Cost (Line 16 X Line 15)	\$120,495	\$18,838	\$47,303	\$13,832	\$200,468	\$139,076	\$17,418	\$58,412	\$214,906	\$157,541	\$16,175	\$69,411	\$243,127	\$161,706	\$68,776	\$230,482	\$174,783	\$38,237	\$213,020	\$80,158	\$24,922	\$105,079	\$318,099	\$1,207,083		
Capital Expenditure	\$12,410	\$0	\$0	\$0	\$12,410	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,410		
Subtotal w/o Pass-Through	\$924,126	\$142,537	\$354,463	\$106,047	\$1,527,173	\$1,064,523	\$133,320	\$447,607	\$1,645,450	\$1,194,198	\$124,237	\$529,581	\$1,848,016	\$1,233,653	\$525,944	\$1,759,596	\$1,340,000	\$293,151	\$1,633,151	\$614,542	\$191,067	\$805,609	\$2,438,760	\$9,218,996		
Direct Client Pass-Through	\$8,324,389	\$1,301,065	\$0	\$0	\$9,625,454	\$9,851,512	\$1,233,567	\$0	\$11,085,079	\$12,731,271	\$1,152,416	\$0	\$13,883,687	\$14,052,900	\$0	\$14,052,900	\$14,932,723	\$5,806,038	\$20,738,761	\$0	\$0	\$0	\$20,738,761	\$69,385,881		
Total Expenditures	\$9,248,515	\$1,443,602	\$354,463	\$106,047	\$11,152,627	\$10,916,035	\$1,366,887	\$447,607	\$12,730,529	\$13,925,469	\$1,276,654	\$529,581	\$15,731,704	\$15,286,552	\$525,944	\$15,812,496	\$16,272,723	\$6,099,189	\$22,371,912	\$614,542	\$191,067	\$805,609	\$23,177,521	\$78,604,877		
HSA Revenues																										
Mixed funding (local, state, etc.)	\$9,248,515	\$1,443,602	\$354,463	\$106,047	\$11,152,627	\$10,916,035	\$1,366,887	\$447,607	\$12,730,529	\$13,925,469	\$1,276,654	\$529,581	\$15,731,704	\$15,244,654	\$508,932	\$15,753,586	\$16,272,723	\$6,099,189	\$22,371,912	\$614,542	\$191,067	\$805,609	\$23,177,521	\$78,604,877		
FY 21 One-Time CODB														\$41,073	\$16,659	\$57,732										
FY 21 MCO														\$825	\$353	\$1,178										
TOTAL HSA REVENUES	\$9,248,515	\$1,443,602	\$354,463	\$106,047	\$11,152,627	\$10,916,035	\$1,366,887	\$447,607	\$12,730,529	\$13,925,469	\$1,276,654	\$529,581	\$15,731,704	\$15,286,552	\$525,944	\$15,812,496	\$16,272,723	\$6,099,189	\$22,371,912	\$614,542	\$191,067	\$805,609	\$23,177,521	\$78,604,877		
Other Revenues																										
Prepared by: Mark Tao																										
HSA-CO Review Signature:																										
HSA #1																										

Date: 01/12/2022

(Same as Line 9 on HSA #1)

POSITION TITLE	ACTUAL			ACTUAL			ACTUAL			ACTUAL		Original	Modification	Revised	Y1 - Y5 TOTAL			
	Y1			Y2			Y3			Y4						Y5		
	FY17/18			FY18/19			FY19/20			FY20/21						FY21/22		
	Voucher	Reserve	Total	Voucher	Reserve	Total	Voucher	Reserve	Total	Voucher	Total							
<i>Provider Services Director:</i>	29,403	4,597	34,000	29,156	3,651	32,807			0						66,807			
<i>Division Director</i>			0			0	41,175	4,225	45,401	33,521	33,521	49,280	29,219	78,499	157,421			
<i>ELS Manager:</i>	71,513	11,180	82,693	72,797	9,117	81,914	83,312	8,863	92,175	83,062	83,062	90,813	7,882	98,695	438,539			
<i>Family Services Supervisor:</i>	61,507	9,616	71,123	88,237	11,051	99,288	117,918	12,544	130,462	102,031	102,031	115,682	24,009	139,691	542,596			
<i>Family Services Specialist: (6)</i>	229,325	35,852	265,177	236,704	29,645	266,349	273,794	28,686	302,479	312,235	312,235	305,103	37,429	342,532	1,488,772			
<i>Scholarship Specialist: (2)</i>	81,476	12,737	94,213	91,131	11,413	102,544	103,369	10,990	114,358	98,417	98,417	100,631	20,896	121,527	531,059			
<i>ELS Data Administrator</i>			0	45,297	5,673	50,970	29,842	3,548	33,390	56,792	56,792	63,342	9,474	72,816	213,968			
<i>Office Manager</i>			0	9,944	1,245	11,189	10,886	1,157	12,043	20,926	20,926	11,512	(234)	11,278	55,436			
<i>Child Care Provider Services Manager</i>			0			0	-	-	0	0	-	29,064	(29,065)	(0)	(0)			
<i>Resource Specialist</i>			0	5,107	640	5,747	5,220	538	5,759	5,815	5,815	6,448	(176)	6,272	23,592			
<i>Staff Outreach Specialist</i>			0	3,821	479	4,300	5,164	531	5,695	6,061	6,061	6,448	(6,448)	(0)	16,056			
<i>Lead Family Services Specialist</i>							-	-	0		-	-	43,811	43,811	43,811			
<i>Program Administrator</i>				14,755	1,848	16,603	-	-	0		-	-		-	16,603			
<i>Program Monitoring Director</i>				8,837	1,107	9,944	-	-	0		-	-		-	9,944			
<i>MCO related expenses</i>							3,031	311	3,342	825	825	-		-	4,167			
<i>CODB related expenses</i>							-		0	14,000	14,000	-		-	14,000			
TOTALS	\$ 473,224	\$ 73,982	547,206	\$ 605,786	\$ 75,869	681,655	\$ 673,710	\$ 71,394	745,104	733,685	\$ 733,685	\$ 778,323	\$ 136,798	\$ 915,120	3,622,770			
FRINGE BENEFIT RATE																		
EMPLOYEE FRINGE BENEFITS	127,212	19,888	147,100	172,721	21,631	194,352	225,254	22,058	247,312	234,703	234,703	235,053	50,464	285,518	1,108,984			
TOTAL SALARIES & BENEFITS	\$600,436	\$93,870	\$694,306	\$778,507	\$97,500	\$876,007	\$898,964	\$93,452	\$992,416	968,387	\$968,387	\$1,013,376	\$187,262	\$1,200,638	4,731,754			

HSA #2

Program Name: Early Care and Education (ECE) Integration Services - ELS
(Same as Line 9 on HSA #1)

Operating Expense Detail

Expenditure Category	ACTUAL			ACTUAL			Revised			Modification	Total			New	
	Y1			Y2			Y3			Y4		Y5			Y1 - Y5
	FY17/18			FY18/19			FY19/20			FY20/21		FY21/22			FY17-22
	Voucher	Reserve	Total	Voucher	Reserve	Total	Voucher	Reserve	Total	Voucher	Total	Original	Modification	Revised	TOTAL
Other Program Supplies			\$0	\$26,078	\$3,266	\$29,344	\$7,388	\$769	\$8,157	\$3,832	\$3,832	\$5,500	(\$3,121)	\$2,380	\$43,712
Office Supplies	\$18,083	\$2,827	\$20,910	\$4,422	\$554	\$4,976	\$1,847	\$178	\$2,025	\$4,460	\$4,460	\$2,000	\$6,120	\$8,120	\$40,491
Translations	\$2,594	\$406	\$3,000			\$0	\$209	\$21	\$230	\$1,934	\$1,934	\$3,000	(\$745)	\$2,255	\$7,419
Outreach Materials/ Engagement			\$0	\$595	\$74	\$669	\$3,495	\$360	\$3,856	\$80	\$80	\$1,200	(\$200)	\$1,000	\$5,605
Consultants			\$0			\$0			\$0	\$201	\$201	\$13,000	\$1,585	\$14,585	\$14,786
Technology Support									\$0		\$0	\$0	\$10,000	\$10,000	\$10,000
Subscription & Membership Fees			\$0	\$16,580	\$2,076	\$18,656	\$16,836	\$2,158	\$18,994	\$23,594	\$23,594	\$25,000	\$13,000	\$38,000	\$99,244
Staff Training	\$12,621	\$1,973	\$14,594	\$17,060	\$2,137	\$19,197	\$7,294	\$811	\$8,105	\$1,592	\$1,592	\$12,000	\$4,000	\$16,000	\$59,488
Forums/ Workshops/ Conferences			\$0	\$35	\$4	\$39			\$0		\$0	\$5,000	(\$2,000)	\$3,000	\$3,039
Meeting Expenses			\$0	\$480	\$60	\$540			\$0		\$0	\$1,200	(\$200)	\$1,000	\$1,540
Provider Services Related Expenses			\$0	\$4,433	\$555	\$4,988	\$1,327	\$103	\$1,430	\$950	\$950	\$3,000	\$2,000	\$5,000	\$12,368
Parent Activities									\$0		\$0	\$0	\$3,500	\$3,500	\$3,500
Travel	\$1,543	\$241	\$1,784	\$915	\$115	\$1,030	\$2,179	\$255	\$2,435		\$0	\$4,345	(\$2,345)	\$2,000	\$7,249
Computer Expenses			\$0	\$2,414	\$302	\$2,716			\$0	\$2,267	\$2,267	\$3,090	\$16,910	\$20,000	\$24,983
Finger Printing/ Transcript / Immunizations			\$0	\$85	\$11	\$96	\$60	\$8	\$68	\$240	\$240	\$618	(\$618)	\$0	\$405
Postage & Delivery			\$0			\$0	\$2,286	\$240	\$2,525		\$0	\$2,000	\$6,000	\$8,000	\$10,525
Office Copier			\$0	\$967	\$121	\$1,088			\$0		\$0	\$1,400	\$234	\$1,634	\$2,722
Rent	\$36,941	\$5,775	\$42,716	\$36,645	\$4,589	\$41,234	\$42,511	\$4,287	\$46,799	\$41,968	\$41,968	\$43,000	\$4,748	\$47,748	\$220,465
Utilities	\$14,155	\$2,213	\$16,368	\$5,574	\$698	\$6,272	\$6,520	\$702	\$7,223	\$5,368	\$5,368	\$7,500	\$502	\$8,002	\$43,233
Janitorial Services & Supplies			\$0	\$10,228	\$1,281	\$11,509	\$4,676	\$516	\$5,192	\$5,726	\$5,726	\$5,988	\$4,779	\$10,767	\$33,194
Building Repair & Maintenance	\$10,762	\$1,683	\$12,445	\$3,063	\$384	\$3,447	\$5,980	\$562	\$6,542	\$2,315	\$2,315	\$4,000	\$510	\$4,510	\$29,259
Telephone/ Fax/ Internet/ Email			\$0	\$6,462	\$809	\$7,271	\$7,227	\$771	\$7,998	\$8,058	\$8,058	\$6,500	\$2,574	\$9,074	\$32,401
Equipment Leases			\$0	\$1,644	\$206	\$1,850	\$173	\$22	\$195	\$972	\$972	\$1,000	\$0	\$1,000	\$4,018
Equipment Repairs/Maintenance			\$0	\$372	\$47	\$419	\$872	\$91	\$963		\$0	\$1,500	\$419	\$1,919	\$3,301
Printing and Reproduction	\$10,578	\$1,654	\$12,232	\$0		\$0			\$0						\$12,232
MTC Technology	\$17,402	\$2,721	\$20,123	\$8,887	\$1,113	\$10,000			\$0						\$30,123
Bank Fees	\$3,649	\$571	\$4,220	\$0		\$0			\$0						\$4,220
Software/Licenses	\$14,082	\$2,202	\$16,284	\$0		\$0			\$0						\$16,284
Computer Equipment, Contractor Fees, Misc	\$48,375	\$7,563	\$55,938	\$0		\$0	\$7,316	\$752	\$8,068						\$64,006
COVID - 19 related expenses							\$19,497	\$2,004	\$21,500						\$21,500
TOTAL OPERATING EXPENSE	\$190,785	\$29,829	\$220,614	\$146,939	\$18,402	\$165,341	\$137,693	\$14,610	\$152,303	\$103,559	\$103,559	\$151,841	\$67,653	\$219,494	\$861,311

**HUMAN SERVICES AGENCY BUDGET SUMMARY
BY YEAR**

Name

Wu Yee Children's Services

(Check One) New Modification

If modification, Effective Date of Mod. 01/12/2022 No. of Mod. 2

Program: ECE Integrated Services FY19-22 - Resource & Referral

Budget Reference Page No.(s)	ACTUAL	ACTUAL	ACTUAL	ACTUAL	Original	Modification	Revised	FY17-22 TOTAL
	Y1	Y2	Y3	Y4	Y5			
	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22			
Expenditures								
Salaries & Benefits	\$233,708	\$329,636	\$360,048	\$403,677	\$458,871	\$132,089	\$590,960	\$1,918,029
Operating Expense	\$73,452	\$59,559	\$100,123	\$53,490	\$75,514	\$34,056	\$109,570	\$396,194
Subtotal	\$307,160	\$389,195	\$460,170	\$457,168	\$534,384	\$166,145	\$700,530	\$2,314,222
Indirect Percentage (%)	15%	15%	15%	15%	15%	15%	15%	15%
Indirect Cost (Line 16 X Line 15)	\$47,303	\$58,412	\$69,411	\$68,776	\$80,158	\$24,922	\$105,079	\$348,981
Capital Expenditure								
Subtotal w/o Pass-Through	\$354,463	\$447,607	\$529,581	\$525,944	\$614,542	\$191,067	\$805,609	\$2,663,204
Direct Client Pass-Through	0	0	\$0	\$0	\$0	\$0	\$0	
Total Expenditures	\$354,463	\$447,607	\$529,581	\$525,944	\$614,542	\$191,067	\$805,609	\$2,663,204
HSA Revenues								
Local Funding (GF, PEEF, etc.)	\$354,463	\$447,607	\$270,320	\$238,965	\$614,542	\$191,067	\$805,609	\$2,116,964
CalWORKs Funding			\$245,201	\$269,967				\$515,168
CODB for FY20 (2.5%)			\$14,060					\$14,060
FY 21 One-Time CODB				\$16,659				
FY 21 MCO				\$353				
TOTAL HSA REVENUES	\$354,463	\$447,607	\$529,581	\$525,944	\$614,542	\$191,067	\$805,609	\$2,663,204
Other Revenues								
CDE R&R Contract	245,036	250,810	260,000	260,000			260,000	\$1,275,846
Total Revenues	\$599,499	\$698,417	\$789,581	\$785,944			\$1,065,609	\$3,939,050
Full Time Equivalent (FTE)			5.83	5.83			5.83	
Mark Tao								
HSA-CO Review Signature:								
HSA #1								
							Telephone No.: 415-230-7504	

HUMAN SERVICES AGENCY BUDGET SUMMARY

BY YEAR

Name	Term
Wu Yee Children's Services	July 1, 2017 - June 30, 2018
(Check One) New Modification X	
If modification, Effective Date of Mod. 2/1/2020	No. of Mod. 2
Program: ECE Integrated Services FY19-19 - CalWorks Outreach	ACTUAL
	Y1
Budget Reference Page No.(s)	FY17/18
Program Term	CalWorks Outreach
Expenditures	
Salaries & Benefits	\$65,250
Operating Expense	\$26,965
Subtotal	\$92,215
Indirect Percentage (%)	15%
Indirect Cost (Line 16 X Line 15)	\$13,832
Capital Expenditure	\$0
Subtotal w/o Pass-Through	\$106,047
Direct Client Pass-Through	\$0
Total Expenditures	\$106,047
HSA Revenues	
General Fund	\$107,714
TOTAL HSA REVENUES	\$107,714
Other Revenues	
Total Revenues	\$107,714
Mark Tao	Telephone No.: 415-230-7504
HSA-CO Review Signature:	
HSA #1	

Program Name: CalWorks Outreach
 (Same as Line 9 on HSA #1)

	ACTUAL
	FY17/18
	TOTAL
POSITION TITLE	Total Salary
<i>Outreach Specialist:</i>	\$51,673
TOTALS	\$51,673
FRINGE BENEFIT RATE	
EMPLOYEE FRINGE BENEFITS	\$13,577
TOTAL SALARIES & BENEFITS	\$65,250

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Program Name: CalWorks Outreach
(Same as Line 9 on HSA #1)

Operating Expense Detail

CalWorks Outreach	ACTUAL FY17/18 TOTAL
<u>Expenditure Category</u>	
Rental of Property	\$3,957
Utilities (Elec, Water, Gas, Phone, Scavenger)	\$2,677
Office Supplies, Postage	\$2,695
Building Maintenance Supplies and Repair	\$660
Printing and Reproduction	\$112
Insurance	\$0
Staff Training and Meetings:	\$533
Staff Travel (Local & Out of Town):	\$1,675
Outreach Materials -	\$13,185
OTHER	
Technology: Mobile Hotspot device for cost \$50 / unit X 1 units = \$50/	\$371
CalWorks Focus Groups: 9 events per year at \$500 per event. Costs include Child Care,	\$1,100
Translation:	\$0
Software/licenses:	\$0
TOTAL OPERATING EXPENSE	\$26,965
HSA #3	10/21/2019