



**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

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: INGRID MEZQUITA, OECE/DEC EXECUTIVE DIRECTOR
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

DATE: JUNE 17, 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**

DS
EE

Current Contingency Total

GRANT TERM: 07/01/22 -
06/30/24

GRANT AMOUNT: \$462,352,836 \$46,235,284 \$508,588,120

ANNUAL AMOUNT: See Table
Below

FUNDING SOURCE:	<u>County</u>	<u>State</u>	<u>Fed</u>	<u>Contingency</u>	<u>Total</u>
	\$420,741,081	\$18,494,113	\$23,117,642	\$46,235,284	\$508,588,120

PERCENTAGE: 91% 4% 5% 100%



London Breed
Mayor

Trent Rhorer
Executive Director

The Department of Human Services (DHS) and the Office of Early Care and Education (OECE) / Department of Early Childhood (DEC), requests authorization to enter into new grant agreements with the Children’s Council of San Francisco and Wu Yee Children’s Services for the period of July 1, 2022 to June 30, 2024, in the amount of \$462,352,836 plus a 10% contingency for a total amount not to exceed \$508,588,120. The purpose of the grants is to provide Early Care and Education (ECE) Integrated Services.

	FY 22/23	FY 23/24	FY 22-24	FY 22-24	FY 22-24
Grantee	Y1 Budget	Y2 Budget	Grant Total	Contingency	Not-To-Exceed (NTE)
Children's Council of San Francisco	\$165,377,366	\$165,614,859	\$330,992,225	\$33,099,223	\$364,091,448
Wu Yee Children's Services	\$65,640,695	\$65,719,916	\$131,360,611	\$13,136,061	\$144,496,672
Total for ECE Integrated Services	\$65,640,695	\$231,334,775	\$462,352,836	\$46,235,284	\$508,588,120

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 and B for each grantee for full details on the scope of services.

Grantee Selection

Grantees were selected through RFP 960 – 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 these grants.

Grantee Performance

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

Funding

The grants are funded by State, Federal, and General Funds.

Attachments

Appendix A, Children's Council Services to be Provided

Appendix B, Children's Council Budget Summary

Appendix A, Wu Yee Services to be Provided

Appendix B, Wu Yee Budget Summary

**Appendix A – Services to be Provided
Children’s Council of San Francisco
Early Care and Education Integrated Services
July 1, 2022 to June 30, 2024**

1) Definitions

0-5 Continuity	Eligible population families who lose subsidy eligibility for state funding may continue in care until their child reaches kindergarten with the support of local 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 3.0	Compensation and Retention Early Educator Stipend
CDE	California Department of Education
CDSS	California Department of Social Services
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 DEC Funding Agreement. MRA funding to supports PFA, Title 5 Gap (Preschool only), and fully funded Center-MRA enrollments. Center-MRA enrollments will be tracked and reported in a Data System selected by DEC.
DEC	Department of Early Childhood
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.
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. DEC 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
Case Management	A continuum of support for families from the beginning of the child care navigation and enrollment process through referral to other child care 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 110% of the Area 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 2022-2023, 2023-24 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 2021-2022 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 in-classroom instruction.
DEC	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 is only applicable to State Preschool funded Title 5 Programs.
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.

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.

2) Purpose

The purpose of this grant is to provide Early Care and Education Integrated Services. Children’s Council of San Francisco (“The Grantee”) is central to the implementation of the DEC 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.

A critical feature of the Citywide ECE plan is to ensure school readiness for all birth-to-5 children living in San Francisco. This includes effectively leveraging local, state and federal child care funding for San Francisco families to have broad access to high quality, ECE programs. The plan also focuses on “continuity of care” to ensure children maintain their ECE enrollments until kindergarten; along with, supporting and empowering families and thir programs with information in order to choose and maintain a high quality, ECE option that best suits their needs.

3) Priority 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 invovled in the Child Welfare System (FCS), Foster Care Bridge Program, At-Risk, homeless, survivors of domestic violence and families from the African American, Latino, Indegenious , and Pacific Islander communities.

4) Location and Accessibility of Services

Grantee shall provide services in multiple languages (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 PM Monday — Friday. Extended evening hours on a case by case as needed, will be broadly advertised to families and programs. In-person services will be at 445 Church Street, San Francisco, California 94114, at DEC-funded programs and at other designated locations for on-site support, group trainings, or information sharing.

5) Communications and Messaging

Grantee will work with closely with DEC 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.

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

Resource and Referral

The Grantee will, through the Resource and Referral services, enhance the experience of eligible families, and connect them to quality ECE options that meet their needs; and that informs parents of the types of financial city support for ECE. Local R&R funding must also be directed to promote R&R services to be culturally and linguistically relevant to meet the needs of eligible families. The Grantee agencies should collaborate with other local, regional and state organizations and with other key system stakeholders and initiatives that are critical to the local ECE system.

As proposed by the Grantee, their delivery of services approach will meet the needs of families, providers and children in several ways. Grantee will use a Multi-Tiered + Family Centered Case Management model that:

- A.** Enhances the experience of eligible families, and connects them to quality ECE options that meet their needs; and that informs parents of the types of financial city support for ECE. Local R&R funding must also be directed to promote R&R services to be culturally and linguistically relevant to meet the needs of eligible families. The Grantee agencies should collaborate with other local, regional and state organizations and with other key system stakeholders and initiatives that are critical to the local ECE system.
- B.** Will help all low-income families define and articulate their child care setting preferences, which will facilitate matches with subsidized care openings.
- C.** Uses a child care case management approach with priority populations that ensures follow-up on next steps, identifying barriers, refining Family Profiles and connecting families to additional community resources, as needed, in order to support the needs of the whole family.
- D.** Is research-informed and comprehensive outreach approach in order to maximize priority population family engagement.
- E.** The multi-tiered model will aim to enhance the relationships with programs and use technology to ensure real-time vacancy information is used in order to provide “best Fit” child care referrals.

R&R Family Support:

- a) Develop, document and implement an approach that prioritizes families based on needs and prioritized populations. Prioritized population families are offered based on need, comprehensive referral services with proactive follow-up over a specified period of time.
- b) With Resource and Referral as the guiding point, ensure a seamless and integrated service delivery model across its internal departments to provide comprehensive family support services to low-income families based on their goals. These services meet families where they are and offer flexible and individualized support that affirms and builds on families’ strengths.
- c) Counsel families in person, over the phone, via email, via text, and through other methods (e.g., mobile applications, etc.) about the child care support systems, eligibility, and types of child care providers, the Early Learning SF (ELSF) process, and related services available. Counseling should be culturally responsive and available in the languages of the prioritized populations and responsive to the schedules of the populations served.

- d) Refer prioritized population families to social services and supports beyond child care, such as, but not limited to, Family Resource Centers for parenting classes/support groups, food assistance, housing, employment, health, financial support or management, and other needs.
- e) Grantee will maintain and continuously improve on-line, printed, etc., information available that supports families' ability to find and pay for child care that meets their needs.
- f) Specific information available will include types and costs of care, types of and eligibility for financial assistance and, if available, indicators of quality care.

Community Outreach:

- a) Engage in coordinated outreach and communication to maximize its engagement of Prioritized Population families.
- b) Work with community-based organizations that work with the Prioritized Population (e.g., Family Resource Centers, 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.
- c) Utilize a variety of on-going outreach strategies, not limited to text-messaging, email, social media and direct mail campaigns to specific neighborhoods to engage families.

Use and implement cost- effectiveness and targeted print/digital/outdoor advertising to determine a return-on-investment and impact of services.

Remote Co-Location Support:

Grantee will remotely support CalWORKs intake recipients to maximize engagement with Prioritized Population families, prepare them for the child care search experience, and support their ability to meet their basic needs. Pursuant to EC 8352(a), OECE reserves the right to resume colocation of services at the county welfare department's case management office if remote R&R services provide insufficient support to families.

- a) Services focused on providing counseling in all client used languages,
- b) Coordinate with HSA the exchange of family information and conduct a timely follow-up to connect with families and:
 - I. Pre-screen non-CalWORKs families for alternative child care subsidies as needed,
 - II. Inform families about the SF Diaper Bank services and coordinate the timely and on-going distribution of diapers at 445 Church Street as part of the Help a Mother Out's San Francisco Diaper Bank (SFDB)
 - III. Provide comprehensive R&R services and follow-up services to all families with the goal of maximizing engagement with families, preparing families for child care search experience and supporting families to meet their ECE needs.
 - IV. In close collaboration with HSA, conduct child care workshops and/or webinars to JobsNOW participants at DEC-HSA. (In-person once full services resume at HSA). Presentation will include specifics on the child care selection to starting care, ECE options for San Francisco Families,

provider types and customized TA for clients, and connections/referrals to other community services needed by each family.

FIRST AID TRAINING

- a) Grantee will ensure CPR and First Aid training is available to child care providers, in their home language and/or provide translation as needed. Grantee will enter all trainings for programs (regardless of funding source) and their attendees' participation into the California ECE Workforce Registry per the protocol supplied by DEC.

IMPROVE FAMILY AND PROVIDER EXPERIENCE Grantee will streamline all relevant aspects of Family-Program Support (R&R) and ECE Case Management subsidy system administration to improve the experience for all families and child care providers served. The activities include, but are not limited to the following:

- a. Minimize points of contact (when possible) for each family and program when transitioning from a service/process within different teams/departments.
- b. Responsiveness to families and programs happens between 24-48 hours after being contacted
- c. From the time of first contact to enrollment in a child care program, the targeted wait time for enrollment time is no more than 3 weeks.
- d. Promote greater utilization of its online "Care Portal" which allows providers and parents to easily access attendance sheets, explanations of payments and other required documents.
- e. Work to simplify what and how parents must report to make it easier for families to enroll in or maintain their ECE services.
- f. Improve online provider reporting, automating child eligibility screening and enrollment, and attendance tracking that could then be linked to payment calculation, billing and reporting.

FAMILY AND PROGRAMS CHILD CARE ELIGIBILITY SUPPORT

Integrated Family-Child Care Case Management:

- a) 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.
- b) 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.
- c) 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.
- d) Grantee will communicate with families 30 & 90 days after enrollment to ensure placement is a good fit and gather feedback on the family's child care search experience. This information will be compiled into an annual report providing insights fo DEC and Grantee with key information for prospective policy and planning adjustments.

Family Choice & Fiscal Leveraging:

- e) 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:

- f) Grantee will work with DEC 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.

Emergency Back-Up and Rapid Response Care:

- g) Grantee will promote the Emergency Back-Up/Mildly Ill child care services to CalWORKs and other DEC designated eligible families by connecting them at intake with the contracted service provider - currently Family Support Services (FSS) - for pre-registration..
- h) Grantee will maintain close communication with CalWORKs and FSS to help identify and assist SWAT families in need of Emergency Back-up child care services.

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:

CalWORKs Stage 1

- a. Building on information provided to families at their CalWORKs orientations, Grantee will conduct timely 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 family assistance while they are receiving services. Grantee will communicate regularly with HSA CalWORKs as needed to ensure the highest level of service delivery.

CalWORKs Stage 2

- a. Grantee will guide families through the transition from CalWORKs Stage 1 into CalWORKs Stage 2 using specific knowledge of the family’s circumstances and eligibility requirements to provide tailored support to ensure a seamless transition in services.
- b. Grantee will provide ongoing services to help families maintain their eligibility, per state regulations—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.

- c. Grantee will provide child care 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.

CAPP-HSA

- a. 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.
- b. 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.
- c. 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.
- d. Grantee will provide case management services over time and connect families to other community resources that can help on their path toward self-sufficiency.

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 DEC 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.

Grantee will leverage state funding by timely prioritize CAPP State funding for ELS families that may need before and after school care after their children turn 5 years old and are enrolled in a preschool or elementary school program.

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 and subsequent updates. 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 care training and coaching: Grantee will develop a Logic Model FCS trauma informed care training 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 DEC, 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.

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.

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 via other DEC approved processes (e.g., two-way enrollment) following DEC'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, seeking child care services, 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

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 and FCC) rate, as specified by DEC. 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.

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.

QRIS Block Grant for Title 5 CSPP Programs

In coordination with DEC, Children's Council will distribute, the Quality Rating Improvement System (QRIS) Block Grant awards for Title 5 CSPP Funded Programs based on the locally-established funding formula to support eligible CSPP programs who are rated at Tier 4 and 5.

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.

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

Grantee will distribute the Compensation and Retention Early Educator Stipends (CARES 3.0) biannually from FY22 through FY25. 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 DEC to assess program measures, including stipend uptake, issuance challenges, and stipend effects on the ECE workforce. In addition the grantee will provide the following:

- **Applicant support:** Grantee will support stipend applicants with creating CA ECE Registry profiles and navigating the portal to update their profile and documentation required for the stipend application including the W9 form and degree/coursework transcripts.
 - **Employer admin access support:** Grantee will support with outreach and guidance to administrators and family child care providers within the ELS network to gain employer admin access and maintain updated staffing rosters on the registry.
 - **Payment processing for stipends:** Grantee will work across its internal departments to complete payment processing activities including W9 TIN checks, payment list development, payment disbursement and reissuance request management.
 - **W9 communication and outreach:** Grantee will email W9 guidance to all returning applicants at the start of each application period and follow-up with applicants should TIN checks result in errors.
 - **Tax form disbursement:** Grantee will disseminate 1099 tax documents and manage reissue requests as requested by recipients.
- **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.
- **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.

7) Description of Services—Nutrition Services

Grantee will work with providers through the Child and Adult Care Food Program (CACFP) and Healthy Apple Program 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. Grantee will:

1. Conduct and coordinate all activities related to CACFP implementation and monitoring functions, including:
 - a. Recruit, advise and connect programs to CACFP for for partial reimbursement of healthy meals and snacks served to children in their care.
 - b. Administer funding (pass-through) for food for young children to programs.
 - c. Provide resources, training, and coaching in English, Spanish, and Chinese on CACFP operations, federal requirements, and meal patterns to support compliance and success.
2. Coordinate and administer all activities related to Healthy Apple Program implementation, including:
 - a. Work with each participating programs around goal-setting to improve practices.
 - b. Provide resources, training and coaching in English, Spanish and Chinese to help programs meet goals and covering a variety of topics, including:
 - Drafting and implementing a Wellness Policy to enhance the nutrition and physical activity environment
 - Integrating outdoor/nature play into existing curricular plans
 - Strategies for maintaining positive eating practices during Covid-19
 - c. Engage in recognition and celebration of programs who have demonstrated excellence in their nutrition and physical practices.
3. Collaborate with cross-sector health and food security-focused agencies and initiatives such as Department of Public Health, SF Food Security Task Force, San Francisco Children and Nature Collaborative and others.

- 8) 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.

- *DATA SYSTEM:* 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 a Data System. Grantee will assist all ELS-qualified programs to report this information in a Data System.
- *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-DEC 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 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 and will be broadly advertised to programs. Extended evening and/or weekend hours will be available as needed.
- Provide in-person support to users at various public venues, including DEC’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.
- 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 DEC, and support adoption of refinements, as needed and appropriate.
- *California ECE Workforce Registry.* The Grantee will provide phone and email support DEC-funded and non-DEC 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.
- *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 DEC 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/DEC's direction

Coordination, Research and Communications. The Grantee will:

- Participate in coordination efforts with DEC 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 DEC, 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 DEC to post on its website, as needed or directed by DEC. All user support materials will be available in English, Spanish and Chinese.
- Staff will include the DEC 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 DEC. For any communications related to the new wait list, the contractor will adhere to branding guidelines that DEC 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 A Data System 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 DEC, Grantee will execute, amend, and terminate all Participation Agreements. **Grantee will track insurance certificates and other relevant or DEC 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 DEC and share reports monthly with DEC. 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 of Services.** The Grantee will:

- Seek to continuously improve the efficacy, efficiency and user experience of all the contracted services and will participate in meetings with DEC staff to share observations and reflections on the quality, timeliness and effectiveness of the contracted 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 DEC-funded programs, as needed and directed by DEC, such as focus groups with users of the data systems, advisory committees, and other user input efforts.
- Customized reporting provides opportunities to maximize resources. Grantee is encouraged to seek customized data analysis and reporting such as dashboards to access "live data" and curated analysis of metrics. Along with innovative ways of analyzing the data, Grantee should use this information to seek and formulate opportunities for collaboration and provide systems recommendations.

Feedback Loops: Grantee will consistently seek out feedback from families, programs and DEC to inform continuous improvement of services.

- At minimum, Grantee will survey all families two times a year 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. The plan will be reviewed, updated and presented to DEC at least two times each year and will include timeline for service improvements implementation.
- **Declared Emergency Events.** In the event of a Local, State or Federal declared emergency, staff may be engaged as part of the city's response to the disaster/declared emergency. Grantee agrees to ensure staff receive city Emergency Response training, to be planned and delivered in coordination with the HSA Emergency Response Coordinator.

9) Description of Services – Fiscal Intermediary

Distribute various funds on behalf of and under the specific direction of DEC and SF-HSA to ECE programs and individuals. Additionally, these responsibilities include but are not limited to tracking and reporting on payments and tax information, determining funding eligibility, customer payment support, ad-hoc data reporting, and the development and maintenance of the data systems necessary to facilitate accurate and timely payments and reporting.

SERVICE AND OUTCOME OBJECTIVES

Service Goal 1: Multi-Tier service delivery approach.

Grantee will assess families at entry point to assign tier based on family need and will provide appropriate tiered service.

Outcome Objectives

- 1.1.1 By the end of the first quarter, to set a baseline of services, grantee will report the number of families served in each tier of service. Data points to be included in the report include, but not limited to:
- Priority population,
 - Income,
 - Service Tier received,

Service Goal 2: Prioritization of Family's Needs:

2.1 Grantee will support low-income families' articulate preferences for child care setting, which will facilitate matches with subsidized care openings.

2.2 Grantee will case manage families, especially of priority populations emphasizing assisting those families that need follow-up on next steps, and for whom barriers were identified so they can be connected to community resources.

Outcome Objectives

2.1.1 By the end of each fiscal year quarter, Grantee will report on families receiving a subsidy 30 and 90 days after enrollment to ensure care selection was a good fit and positive service experience.

2.1.2 By the end of the 4th quarter, grantee will share insights from families reporting dissatisfaction with child care placement with DEC to inform ongoing system improvements.

2.2.1 At the end of each quarter, Grantee will report on families served and type of other service referral to other community based organizations provided.

Service Goal 3: Community Outreach:

3.1 Grantee will develop interactive and meaningful outreach strategies that focuses on building relationships with Families, Programs and the ECE community members.

3.2 Grantee's Outreach strategies must center on connecting and interacting with families and programs to building relationships, cultivating awareness and ensuring actions and services are purposeful.

Outcome Objectives:

3.1.1 By the end of the second quarter, Grantee will develop a Community Engagement Strategy (Outreach) to focus, primarily, on making sure that families and programs know about and can navigate services provided by Grantee.

3.1.2 By the end of the third quarter, Grantee will survey Tier 3 families to assess the efficiency of the Outreach Strategy and make sure the outputs of the outreach plan are meeting the needs of the family.

3.1.3 As part of the data analysis, a list of recommendations and action items to implement on year 2 of the contract.

3.1.4 By the end of the third quarter, Grantee will report on the number of programs receiving CPR/First Aid training (by language) and the outreach efforts made to contact programs needing new or recurring certification, including, but not limited to:

- Outreach-communication strategy used to invite program participation,
- Modality of the training,
- Participants impact and satisfaction survey

Service Goal 4: Family Supports –Internal Systems Integration:

4.1 Grantee will aim to streamline relevant aspects of the Resource and Referral and Child Care subsidy system administration and service delivery, in order to improve families and programs experience.

4.2 Grantee will provide high quality service to all clients by ensuring R&R and Subsidy systems and processes plan for, anticipate, and allow for efficiencies, regulatory compliance, and continuous improvement— establishing practices that meet the needs of families and their children.

Outcome Objectives:

4.1.1 By the end of second quarter, Grantee will provide all families and program a visual diagram of all the service and support paths provided by the grantee.

4.1.2 By March and June of each year, Grantee will update the diagram of “path to services”, if needed, to ensure families and programs know where, who, what services they can receive from grantee.

4.2.1. Based on internal and/or external feedback data, grantee will provide a quarterly report on action plans to improve integration of services.

Service goal 5: Trauma Informed training and coaching

5.1 Grantee will design and implement a Trauma Informed Training and Coaching support for all Early Care and Educators supporting families enrolled in the FCS/Bridge Program. Access and training modules will follow local and state research based best practices and delivered in multiple languages according to the ECE educators’ needs.

Outcome Objectives:

5.1.1 Grantee will ensure each family referred to the FCS/Bridge program are authorized by the local HSA. By the end of each contract year, grantee will report on the number of families, children and ECE programs served.

5.1.2 Using a child-family-care provider focus, grantee will provide enhanced child care information, and placement services in-and-out of County. By the end of each contract year, grantee will report on the number of families, children and ECE programs served in and out of county, or state.

5.1.3 Each family and child served in this program will have an ECE care plan. Grantee will follow up with the family 30 and 90 days after child care placement. Grantee will report on % of families that change ECE program.

5.1.4 By the end of each quarter, grantee will report on the number of contacts made with ECE programs to offer Trauma Informed Training coaching and assistance to programs.

5.1.5 Grantee will offer at least 2 Trauma Informed Trainings and Coaching, annually, to all programs serving families in the FCS/Bridge Programs.

5.1.6 By the end of the third quarter, Grantee will request feedback from families and programs to assess the efficiency of services provided and to measure the impact our service delivery had on the lives of the family and child.

Service Goal 6: State/Federal Funded Programs ECE Administration

6.1. Grantee will implement a childfamily -centered system to ensure all families unique preferences and each child’s development needs are prioritized.

6.2 Grantee will administer local, state and federal funded child care subsidy program and will adhere to all program requirements, polices and laws related to the administration of programs.

6.3 Grantee will support all eligible families using a comprehensive and seamless child care case management and counseling about their child care options and focusing on strengthening a relationship for on-going assistance during their participation in the programs.

6.4 Grantee will serve the following average of monthly families and children (These numbers may be adjusted by DEC, as needed, during the contract term to reflect changes in funding or projected enrollments):

- i. CalWORKs Stage 1: 602 children
- ii. Ca1WORKs Stage 2: 350 children
- iii. California Alternative Payment Program: 50 children
- iv. Early Learning Scholarship (ELS): 775 children
- v. Family and Children's Services/Foster Care Bridge: 170 children
- vi. Backup/Mildly ill care: registering a minimum of 350 families with Family Support Services back up care program.

6.5 Twice per year, grantee will conduct provider meetings to provide information and request input on topics related to subsidy administration. Grantee will conduct post-event surveys to assess helpfulness of topics and gain insights into improving future meetings.

6.5.1 Grantee will establish a robust and seamless child care case management system to support Homeless at-risk families to ensure successful linkages to local, state and federally funded programs.

6.6 Grantee will provide monthly projections and revenue reports based on program budget allocations.

Outcome Objectives:

After the end of the 1st quarter, grantee will submit a report containing the following:

- 1. Program feedback data on satisfaction with subsidy administration services. 100% of active ELS Program programs will be reached out and grantee will secure at least a 65% response. Survey results will indicate an increase in satisfaction level from Quarter 1 results. Report will include a summary of action plan for improvements based on feedback received.

After the end of the 3rd quarter, grantee will submit a report containing the following:

- 1. Family feedback data on the impact of services received. Report will include child age, zip code, and type of provider to the extent this information is provided by the family responding to the survey. At least 80% of families will report that services had a positive impact.
- 2. Program feedback data on the satisfaction with subsidy administration services. 100% of active ELS Program programs will be reached out and grantee will secure at least a 65% response. Survey results

will indicate an increase in satisfaction level from Quarter 1 results. Report will include a summary of action plan for improvements based on feedback received.

6.1.1 By the end of the third quarter, grantee will report on #s and % families served and receiving an ECE-Care Plan as part of their certification intake. Plann includes, but not limited to:

- Number of child care referrals provided and zip codes
- Child-family Needs Assessment
- Child’s Ages and Stages Information
- Invitation and/or participation to parenting workshops or other parent training available
- School District enrollment information
- Program quality indicators and what to look for in a program,
- Child Care Subsidy Policies – Parent’s Rights and Responsibilities.

6.2.1 By July 1, of each contract year, grantee will update all parent and program policies and procedures handbooks and will make them available to all families and programs participating in any program.

6.2.2 By the end of the third quarter, Grantee will provide a service delivery plan that supports a robust and seamless child care case management system for support Homeless at-risk families.

Service Goal 7: Help Desk

7.1. Grantee will develop a robust “ECE Help Desk” support service to focus on end-users, making sure that technical issues, information flow, administrative logistics and user (customer) concerns are addressed and resolved.

7.2. In General, grantee will ensure that ECE Help Desk staff are trained on troubleshooting, diagnosing problems and provide high quality user service while responding to queries via, chat, email, phone or in person to at least 1200 hours in a fiscal year.

7.3 Grantee will ensure the Compensation and Retention of Early Care Educator Stipends (CARES 3.0) are distributed timely and accurately to eligible participants as approved by DEC. Grantee will also provide regular information to DEC about programs’ measures, including stipends uptake.

Outcome Objectives:

7.1.1 On a quarterly basis, grantee will survey Help Desk users to gauge satisfaction with services provided and gain insights into opportunities for improvement. Grantee will achieve 85% on a 4 out 5 point scale for the following indicators

- Likelihood or recommending Help Desk services to a friend or colleague
- Ease of obtaining the support needed
- The staff member was knowledgeable about their issue

Grantee will seek increases in satisfaction levels from quarter to quarter. Grantee will report this information to DEC quarterly.

7.1.3 Grantee will seek user’s feedback to measure if trainings’ goals were met, and they provided strong learning base on each topic of the training. At least 85% of the attended will provide a rating of 80% satisfaction or above.

7.1.3 By September and February of each fiscal year, Grantee will provide an assessment of the data accuracy of the CA ECE Workforce Registry, ELSF and other Data systems approved/used by DEC.

7.1.4 Based on the September report, Grantee will provide an action plan to ensure data accuracy increase of a specified percentage from baseline. Progress of the action plan will be reviewed at least 2 times thereafter in a fiscal year.

7.3.1 By the end of each stipend round (twice a year), Grantee will provide the ECE CARES Analyst with a detailed Help Desk report reflecting the type of support provided, and the resolution rate of support, along with the satisfaction of services provided. These reports will include all CARES and CA ECE Workforce Registry inquiries in every language and communication mode provided by the Help Desk staff. 7.3.1 By the end of each stipend round (twice a year), Grantee will provide the ECE CARES Analyst with a detailed Help Desk report reflecting the type of support provided, and the resolution rate of support, along with the satisfaction of services provided. These reports will include all CARES and CA ECE Workforce Registry inquiries in every language and communication mode provided by the Help Desk staff.

7.3.2 By the end of Quarters 1 and 3 of each fiscal year, Grantee will provide DEC CARES Analyst with a baseline report on the status and compliance of each participating program's staffing rosters on the CA ECE Registry. Including that all programs (FCC and Center-based, with the exception of SFUSD) have a program administrator with employer admin access. In quarter 3, Grantee will show that compliance and participation of programs regarding their staff rosters increased from the quarter 1 report.

7.3.3 Grantee will submit a report of checks mailed after the end of each round in the form of a finalized payee list, with indications of changes to payment profiles over the course of the round (updated name, address, or tax information).

7.3.4 By the end of quarters 2, and 3 of each fiscal year, based on DEC CARES Analyst direction, Grantee will develop and provide a webinar or live attendance training/Informational session to Center Administrators and Family Child Care Providers in the ELS Network. The content of these sessions will include an overview of employer admin access and support with maintaining employer rosters in the registry, including employment information and training/coursework records.

7.3.5 At least twice in each program year, grantee will contact the administrator or provider participating in the CARES programs to solicit feedback about support and information provided. The results of each feedback session will show that services satisfaction increased by 20% from the original baseline.

8. Nutrition Service Objectives

8.1 Grantee will sponsor 200 Family Child Care Homes and 100 educators in the Healthy Apple Program 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 diseases and other topics related to nutrition and physical activity, to reduce childhood obesity rates.

8.2: By June 30, 2023, Grantee will report federal/state dollars leveraged, a minimum of \$1 million per year, to support participating Family Child Care homes to provide healthy meals and snacks to the children in their care.

Outcome Objectives:

8.1.1: By June 30, 2023, 85% of participating providers will claim they serve healthier meals to the children in their care because they participate in the CACFP.

8.1.3: By June 30, 2022, 85% of Healthy Apple participants will maintain or improve their practices related to physical activity and nutrition as measured by adoption of Healthy Apple Best practices.

8.1.5: By June 30th, 2023, Grantee will develop, coordinate, and offer six (6) trainings and/or workshops related to nutrition, physical activity, and/or outdoor/nature play.

8.1.6: By June 30th, 2023, Grantee will develop and distribute six (6) health and nutrition newsletters, which will include information, resources, and tools to improve the nutrition and physical activity environment of facilities.

8.1.7: By June 30, 2022, 80% of educators will report that participating in the Healthy Apple Program has improved the nutrition and physical activity environment of their child care program.

8.1.8: By June 30, 2022, 85% of educators will report that their knowledge of early child care best practices has increased since participating in the Healthy Apple Program.

Parent Caregiver Education Services

- Facilitate family/caregiver engagement events to build capacity for resilience via peer support networks and other protective factors for parents and caregivers (e.g. New and Expecting Moms Group, Playgroups, Educator Roundtables).
- Workshops, activities, and Toy and Book Lending Library to engage low-income and subsidized children and parents/caregivers through play, opportunities to learn and practice developmental skills, and access to skills- and confidence-building resources.
- Serve as an additional entry-point to child care services by identifying low-income families and providing a warm hand-off to R&R services. As well as connecting families to other social services throughout San Francisco.

Service goal 9: Parent and Caregiver Education Services

9.1 Grantee will design and implement **30 children and family/caregiver engagement events** annually using research-based best practices. Engagement events and toy and book lending library will be promoted to low-income/subsidized families and caregivers.

Outcome Objectives:

9.1.1 By the end of the third quarter, Grantee will report on # of self-reported low-income families served in parent and caregiver education engagement events and type of resources shared.

9.1.2 By the end of the fourth quarter, Grantee will share a summary on % of participating low-income parents and caregivers that improved their parenting skills and child development knowledge as a result of participation in parent and caregiver activities.

Parent Voices Outreach & Family Support Services

- Facilitate family/caregiver engagement events to build capacity for resilience via peer support networks and other protective factors for parents and caregivers (e.g. monthly meetings, online peer support groups, monthly food bank, small group discussions, retreats, etc.).

- Workshops, activities, and field trips to engage low-income parents/caregivers of children to learn about the subsidy system and how their experience of it is shaped by policy-makers, supporting opportunities to learn and practice story telling skills, and access to skills- and confidence-building resources.
- Serve as an additional entry-point to child care services by identifying low-income or vulnerable families with young children and providing a warm hand-off to R&R services. As well as connecting families to other social services throughout San Francisco.

Service goal 10 : Parent Voices Outreach & Family Support Services

10.1 Grantee will design and implement **10 children and family/caregiver engagement events** annually using trauma-informed best practices. Engagement events will be out in the community with a target audience of low-income and vulnerable families and caregivers with young children, with a particular focus on engaging BIPOC community members. All low-income or vulnerable families/caregivers will be connected to R&R services.

Outcome Objectives:

10.1.1 By the end of the third quarter, Grantee will report on # of low-income/subsidized families served in parent and caregiver education engagement events and referred to R&R services.

10.1.2 By the end of the fourth quarter, Grantee will share a summary on % of participating low-income parents and caregivers that improved their knowledge of child care and other social services available to the community as a result of participation in parent and caregiver activities.

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.

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 15th for the fiscal year ending June 30. Quarterly and annual reports shall be sent no later than the 15th 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 Tier service counseling and referral services that includes, but its not limited to:

Tier 1: All Families

Standard R&R Counseling Services will provide:

- a. information on the types, costs and options for child care;
- b. information on quality indicators;
- c. assistance structuring a child care search and creating a Family Profile;
- d. an overview of supports we provide related to child development and parenting; and referrals to child care providers.

Tier 2: Low-Income Families

Tier 2 families receive additional services, including:

- a. For pre-screened families eligible for a subsidy, staff explain subsidy options, enrollment process, required documentation and timelines.
- b. Staff will work with all families to develop Family Profiles, which will help them articulate their preferences for care, rank the importance of those preferences, and facilitate better matches with subsidized care openings.

Tier 3a-d: Priority Populations

All supports above, plus: Families with children with special needs, CPS/At Risk , Homeless, African American, Latino, Native American, Pacific Islanders, will be referred to a child care specialist. Enhanced referral services including provider suggestions and selection advice provided as part of this Tier level of service.

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 DEC'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 DEC/HSA a copy of such final annual audit report.
- DEC 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.

Quarterly Reports

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

Annual Reports

- a. Grantee will provide a single annual performance report regarding progress on all service and outcome objectives for Subsidy programs, R&R services, Help Desk, Nutrition, Parent/Caregiver Education, and Parent Voices.
- b. Grantee will produce subsidy system ad hoc reports relevant for child care planning and policy purposes with reasonable notice
- c. 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 DEC.

Audit Response

- a. 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.)

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

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

CARES 3.0 Reports are due to be submitted via email to:

- CARES Administrative Analyst, (licette.montejano@sfgov.org)

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.

INTEGRATED SERVICES AGREEMENT (ISA) - OVERALL BUDGET SUMMARY

BY PROGRAM

Name Children's Council of San Francisco	Term July 1, 2022 - June 30, 2024
---	--------------------------------------

(Check One) New Renewal Modification

If modification, Effective Date of Mod. _____ No. of Mod. _____

Program: RFP #960

Budget Reference Page No.(s)			
Program Term			
Expenditures			
Salaries & Benefits	\$5,149,116	\$5,303,590	\$10,452,706
Operating Expense	\$1,747,473	1,799,888	\$3,547,362
Subtotal	\$6,896,590	\$7,103,478	\$14,000,068
Indirect Percentage (%)	15%	15%	
Indirect Cost (Line 16 X Line 15)	\$1,019,859	\$1,050,464	\$2,070,323
Capital Expenditure	-	-	\$0
Direct Client Pass-Through	\$157,460,917	\$157,460,917	\$314,921,834
Total Expenditures	\$165,377,366	\$165,614,859	\$330,992,225
DEC Revenues			
General Admin	\$6,292,949	\$6,481,737	\$12,774,686
Help Desk	\$487,500	\$502,125	\$989,625
Resouce & Referral	\$820,000	\$844,600	\$1,664,600
Nutrition	\$350,000	\$359,480	\$709,480
Fiscal Intermediary	\$77,361,406	\$77,361,406	\$154,722,812
Local Subsidies	63,107,122	63,107,122	\$126,214,244
State/Federal Subidies (CalWORKs, CAPP, FCS-Fed, FCS-Trauma/Navigator/Bridge)	16,958,389	16,958,389	\$33,916,778
TOTAL DEC REVENUES	\$165,377,366	\$165,614,859	\$330,992,225
Other Revenues			
Total Revenues	\$165,377,366	\$165,614,859	\$330,992,225
Full Time Equivalent (FTE)			

Prepared by: Elaine Lai Telephone No.: 5/23/2022

DEC-CO Review Signature: _____
 DEC #1 5/23/2022

INTEGRATED SERVICES AGREEMENT (ISA) - OVERALL WAGES & BENEFITS SUMMARY

Program Name:
(Same as Line 9 on DEC #1)

Salaries & Benefits Summary

11	12	Agency Totals		For DEC Program		FY22-23	FY23-24	TOTAL		
		Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary	Budgeted Salary			
		13								
	13	Please See Highlighted Summaries Below			0.00			\$0		
	14				0.00			\$0		
	15				0.00			\$0		
	16				0.00			\$0		
	17				0.00			\$0		
	18				0.00			\$0		
	19				0.00			\$0		
	20				0.00			\$0		
	21				0.00			\$0		
	22									
	23									
	24									
	25									
	26	TOTALS	\$0	0.00	0.00	0.00	\$3,976,152	\$4,095,436	-	\$8,071,588
	27	FRINGE BENEFIT RATE								
	29	EMPLOYEE FRINGE BENEFITS					\$1,172,965	\$1,208,154	-	\$2,381,118
	30									
	31									
	32	TOTAL SALARIES & BENEFITS	\$0				\$5,149,116	\$5,303,590	-	\$10,452,706
	33	DEC #2								
	34	5/17/2022								
	35									
	36									
	37									
	38	SALARIES	Help Desk				233,279	240,277		
	39		R&R				600,186	618,192		
	40		FI				439,550	452,736		
	41		ELS				988,904	1,018,571		
	42		Fed/State Sub				1,714,233	1,765,660		
	43						3,976,152	4,095,436		
	44									
	45	BENEFITS	Help Desk				68,817	70,882		
	46		R&R				177,055	182,367		
	47		FI				129,667	133,557		
	48		ELS				291,727	300,478		
	49		Fed/State Sub				505,699	520,870		
	50						1,172,965	1,208,154		
	51									
	52	COMBINED SALARIES & BENEFITS	Help Desk				302,096	311,159		
	53		R&R				777,241	800,558		
	54		FI				569,217	586,293		
	55		ELS				1,280,631	1,319,049		
	56		Fed/State Sub				2,219,932	2,286,530		
	57						5,149,116	5,303,590		

	A	B	C	D	E	F	G
1	Appendix B, Page						
2							Document Date: 5/17/2022
3							
4	Program Name: ISA - OVERALL OPERATING EXPENSES SUMMARY						
5	(Same as Line 9 on DEC #1)						
6							
7	Operating Expense Summary						
8	<i>Please See Highlighted Expense Summaries by Program Below</i>						
9							
10							
11							
12	<u>Expenditure Category</u>		TERM		FY22-23	FY23-24	TOTAL
13	Rental of Property				\$463,685	\$477,595	\$ 941,280
14	Utilities(Elec, Water, Gas, Phone, Scavenger)				\$127,193	\$131,009	\$ 258,201
15	Office Supplies, Postage				\$98,955	\$101,924	\$ 200,879
16	Building Maintenance Supplies and Repair				\$86,711	\$89,312	\$ 176,022
17	Printing and Reproduction				\$83,966	\$86,485	\$ 170,451
18	Insurance				\$35,144	\$36,198	\$ 71,342
19	Staff Training				\$72,167	\$74,332	\$ 146,498
20	Staff Travel-(Local & Out of Town)				\$1,225	\$1,262	\$ 2,487
21	Rental of Equipment				\$42,561	\$43,838	\$ 86,398
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE				\$0	\$0	
23	Consultant				\$389,636	\$401,325	\$ 790,961
24							
25							
26							
27							
28	OTHER						
29	Program Supplies				\$3,876	\$3,992	\$ 7,868
30	Provider/Parent Incentives				\$26,638	\$27,437	\$ 54,075
31	Dues and Subscriptions				\$53,770	\$55,383	\$ 109,153
32	Software and Licensing				\$182,923	\$188,402	\$ 371,325
33	Bank Charges				\$31,934	\$32,892	
34	FCS Trauma Training				\$47,091	\$48,504	\$ 95,596
35							
36	TOTAL OPERATING EXPENSE				\$1,747,473	\$1,799,888	\$ 3,482,536
37							
38	DEC #3						5/17/2022
39							
40	OPERATING	Help Desk			121,852	125,507	
41	EXPENSES	R&R			210,590	216,908	
42	BY	FI			146,525	150,921	
43	PROGRAM	ELS			452,305	465,875	
44	AREA	Fed/State Sub			816,201	840,678	
45					1,747,473	1,799,888	

5/17/2022

HELP DESK SERVICES

BY PROGRAM

Name Children's Council of San Francisco	Term July 1, 2022 - June 30, 2024
---	---

(Check One) New Renewal Modification

If modification, Effective Date of Mod. No. of Mod.

Program: Help Desk

Budget Reference Page No.(s)			
Program Term	FY22-23	FY23-24	Total
Expenditures			
Salaries & Benefits	\$302,096	\$311,159	\$613,255
Operating Expense	\$121,852	\$125,507	\$247,359
Subtotal	\$423,948	436,666	\$860,614
Indirect Percentage (%)	15%	15%	
Indirect Cost (Line 16 X Line 15)	\$63,553	\$65,459	\$129,012
Total Expenditures	\$487,500	\$502,125	\$989,625
DEC Revenues			
General Fund - Admin	\$487,500	\$502,125	\$989,625
TOTAL DEC REVENUES	\$487,500	\$502,125	\$989,625
Other Revenues			
Total Revenues	\$487,500	\$502,125	\$989,625
Full Time Equivalent (FTE)			

Prepared by: Elaine Lai 5/17/2022

DEC-CO Review Signature: _____

DEC #1 **5/17/2022**

Program Name:
(Same as Line 9 on DEC #1)

HELP DESK SERVICES

Salaries & Benefits Detail

POSITION TITLE	Agency Totals		For DEC Program		FY22-23	FY23-24	TOTAL	
	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Help Desk Budgeted Salary	Help Desk Budgeted Salary		
Associate Director of Compliance and Program	\$ 109,562	100%	25.0%	0.25	\$27,391	\$28,212	\$55,603	
Provider Supports Manager	\$ 82,108	100%	20.0%	0.20	16,422	\$16,914	\$33,336	
Provider Support Coordinator	\$ 50,627	100%	20.0%	0.20	10,125	\$10,429	\$20,555	
Child Care Provider Relationship Coordinator	\$ 59,996	100%	50.0%	0.50	29,998	\$30,898	\$60,896	
Business & Technology Support Data Coordinator	\$ 60,219	100%	80.0%	0.80	48,175	\$49,620	\$97,796	
Business & Technology Support Data Coordinator	\$ 53,504	100%	80.0%	0.80	\$42,803	\$44,087	\$86,890	
Business & Technology Support Data Coordinator	\$ 56,762	100%	80.0%	0.80	\$45,410	\$46,772	\$92,181	
Provider Services Coordinator	\$ 51,822	100%	25.0%	0.25	\$12,956	\$13,344	\$26,300	
TOTALS	\$524,600	8.00	3.80	3.80	\$233,279	240,277	-	\$473,556
FRINGE BENEFIT RATE								
EMPLOYEE FRINGE BENEFITS					\$68,817	\$70,882	-	\$139,699
TOTAL SALARIES & BENEFITS	\$524,600				\$302,096	311,159	-	\$613,255

Program Name: **HELP DESK SERVICES**
(Same as Line 9 on DEC #1)

Operating Expense Detail

<u>Expenditure Category</u>	<u>TERM</u>	FY22-23	FY23-24	TOTAL
Rental of Property		\$32,626	\$33,605	\$ 66,232
Utilities(Elec, Water, Gas, Phone, Scavenger)		\$8,997	\$9,267	\$ 18,264
Office Supplies, Postage		\$13,801	\$14,215	\$ 28,016
Building Maintenance Supplies and Repair		\$4,210	\$4,336	\$ 8,546
Printing and Reproduction		\$2,231	\$2,298	\$ 4,529
Insurance		\$2,486	\$2,561	\$ 5,046
Staff Training		\$6,240	\$6,427	\$ 12,666
Staff Travel-(Local & Out of Town)		\$146	\$150	\$ 296
Rental of Equipment		\$2,284	\$2,352	\$ 4,636
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE				
Consultant		\$27,279	\$28,097	\$ 55,376
OTHER				
Program Supplies		\$500	\$515	\$ 1,015
Provider/Parent Incentives		\$500	\$515	\$ 1,015
Dues and Subscriptions		\$1,336	\$1,376	\$ 2,712
Software and Licensing		\$19,216	\$19,792	\$ 39,008
				\$ -
TOTAL OPERATING EXPENSE		\$121,852	125,507	\$ 247,359

DEC #3

5/17/2022

RESOURCE & REFERRAL

Name

Term

Children's Council of San Francisco

July 1, 2022 - June 30, 2024

(Check One) New x___ Renewal ___ Modification

If modification, Effective Date of Mod No. of Mod.

Program: Resource & Referral

Budget Reference Page No.(s)

Program Term

FY22-23

FY23-24

R&R Total

Expenditures

Salaries & Benefits

\$777,241

\$800,558

\$1,577,799

Operating Expense

\$210,590

\$216,908

\$427,498

Subtotal

\$987,831

\$1,017,466

\$2,005,297

Indirect Percentage (%)

15%

15%

Indirect Cost (Line 16 X Line 15)

\$148,169

\$152,614

\$300,783

Capital Expenditure

Direct Client Pass-Through

\$34,000

\$34,000

\$68,000

Total Expenditures

\$1,170,000

\$1,204,080

\$2,374,080

DEC Revenues

General Fund - Admin

\$820,000

\$844,600

\$1,664,600

Local Funding (primarily for Nutrition)

\$316,000

\$325,480

\$641,480

General Fund - Pass-Through - Nutrition

\$34,000

\$34,000

\$68,000

TOTAL DEC REVENUES

\$1,170,000

\$1,204,080

\$2,374,080

Other Revenues

Total Revenues

\$1,170,000

\$1,204,080

\$2,374,080

Full Time Equivalent (FTE)

Prepared by: Elaine Lai

Telephone No.: 41 Date 5/9/2022

DEC-CO Review Signature: _____

DEC #1

5/17/2022

Program Name: Children's Council of San Francisco - Resource & Referral
(Same as Line 9 on DEC #1)

Salaries & Benefits Detail

POSITION TITLE	Agency Totals		For DEC Program		FY22-23	FY23-24	Total
	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary	Budgeted Salary	
Family Subsidy & Children's Services Spclst	56,981	100%	20.0%	0.20	11,396	11,738	23,134
Provider Engagement Coach	66,116	100%	19.0%	0.19	12,562	12,939	25,501
Family Engagement Coach	64,741	100%	30.0%	0.30	19,422	20,005	39,427
Family Engagement Coach	64,741	100%	30.0%	0.30	19,422	20,005	39,427
Senior Manager - Parent Care Engagement	97,503	100%	40.0%	0.40	39,001	40,171	79,172
Director of Child Care Family Services	126,562	100%	34.0%	0.34	43,031	44,322	87,353
Child Care Resource and Referral Specialist	66,365	100%	40.0%	0.40	26,546	27,342	53,888
Client Relations Representative	49,703	100%	40.0%	0.40	19,881	20,478	40,359
Client Relations Representative	38,577	100%	40.0%	0.40	15,431	15,894	31,324
Client Relations Coordinator	48,540	100%	50.0%	0.50	24,270	24,998	49,268
R & R Program Manager	71,844	100%	40.0%	0.40	28,738	29,600	58,337
Family Support Lead	47,937	100%	40.0%	0.40	19,175	19,750	38,925
Child Care Resource and Referral Specialist	52,146	100%	40.0%	0.40	20,858	21,484	42,343
Child Care Resource and Referral Specialist	50,627	100%	40.0%	0.40	20,251	20,858	41,109
CCR&R III Family Support Navigator	66,365	100%	40.0%	0.40	26,546	27,342	53,888
CCR&R III Family Support Navigator	59,239	100%	40.0%	0.40	23,696	24,406	48,102
CCR&R III Family Support Navigator	58,864	100%	40.0%	0.40	23,546	24,252	47,798
Associate Director of Family Support	102,635	100%	40.0%	0.40	41,054	42,285	83,339
CCR&R II: Education & Outreach Specialist	53,503	100%	40.0%	0.40	21,401	22,043	43,444
CCR&R II: Education & Outreach Specialist	52,928	100%	40.0%	0.40	21,171	21,806	42,978
CCR&R II: Education & Outreach Specialist	49,153	100%	40.0%	0.40	19,661	20,251	39,912
Senior Director of Programs	141,848	100%	10.0%	0.10	14,185	14,610	28,795
Director of Child Care Quality & Business Supports	133,489	100%	5.0%	0.05	6,674	6,874	13,548
Associate Director of Health and Nutrition	97,503	100%	20.0%	0.20	19,501	20,086	39,586
Health & Nutrition Specialist	60,910	100%	20.0%	0.20	12,182	12,547	24,729
Health & Nutrition Specialist	59,919	100%	20.0%	0.20	11,984	12,343	24,327
Healthy Apple Program Coordinator	72,625	100%	20.0%	0.20	14,525	14,961	29,486
Health & Nutrition Specialist	53,504	100%	45.0%	0.45	24,077	24,799	48,876
TOTALS	1,964,866.45		9.23	9.23	600,186	618,192	1,218,378
FRINGE BENEFIT RATE							
EMPLOYEE FRINGE BENEFITS					\$177,055	\$182,367	359,421
TOTAL SALARIES & BENEFITS	1,964,866.45				777,241	800,558	1,577,799

5/17/2022

Program Name: Children's Council of San Francisco - Resource & Referral
 (Same as Line 9 on DEC #1)

Operating Expense Detail

<u>Expenditure Category</u>	TERM	FY22-23	FY23-24	Total
Rental of Property		79,248	81,625	160,873
Utilities(Elec, Water, Gas, Phone, Scavenger)		21,854	22,509	44,363
Office Supplies, Postage		12,248	12,615	24,863
Building Maintenance Supplies and Repair		10,225	10,532	20,757
Printing and Reproduction		5,624	5,792	11,416
Insurance		6,038	6,219	12,258
Staff Training		16,579	17,076	33,655
Staff Travel-(Local & Out of Town)		487	501	988
Rental of Equipment		5,547	5,714	11,261
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE			-	-
Consultant		22,392	23,064	45,456
			-	0
			-	0
			-	0
			-	0
OTHER			-	-
Program Supplies		600	618	1,218
Provider/Parent Incentives		2,046	2,107	4,153
Dues and Subscriptions		4,233	4,360	8,593
Software and Licensing		2,500	2,575	5,075
Bank Charge		20,970	21,599	42,569
TOTAL OPERATING EXPENSE		\$ 210,590	\$ 216,908	427,498

DEC #3

5/17/2022

FISCAL INTERMEDIARY BUDGET SUMMARY**BY PROGRAM**

Name Children's Council of San Francisco	Term July 1, 2022 - June 30, 2024
--	---

(Check One) New Renewal Modification

If modification, Effective Date of Mod. _____ No. of Mod. _____

Program: Fiscal Intermediary

Budget Reference Page No.(s)			
Program Term	FY22-23	FY23-24	Total
Expenditures			
Salaries & Benefits	\$569,217	\$586,293	\$1,155,510
Operating Expense	\$146,525	\$150,921	\$297,445
Subtotal	\$715,742	\$737,214	\$1,452,956
Indirect Percentage (%)	15%	15%	
Indirect Cost (Line 16 X Line 15)	\$107,256	\$110,474	\$217,730
Capital Expenditure	\$0	\$0	\$0
Direct Client Pass-Through	\$77,361,406	\$77,361,406	\$154,722,812
Total Expenditures	\$78,184,404	\$78,209,094	\$156,393,498
DEC Revenues			
Admin	\$822,998	\$847,688	\$1,670,686
ELS Gap	\$3,700,000	\$3,700,000	\$7,400,000
MRA	\$37,000,000	\$37,000,000	\$74,000,000
PFA-FCC	\$680,000	\$680,000	\$1,360,000
FACES FCCN	\$2,100,000	\$2,100,000	\$4,200,000
Program Capacity Supports	\$3,200,000	\$3,200,000	\$6,400,000
MEDA Latino Prenatal Program	\$0	\$0	\$0
COVID-19 Emergency Support Grant	\$500,000	\$500,000	\$1,000,000
COVID-19 Program Supplies Support	\$120,000	\$120,000	\$240,000
Annual Quality Grant	\$813,000	\$813,000	\$1,626,000
Indigo Project	\$25,000	\$25,000	\$50,000
TIDA CYO	\$128,500	\$128,500	\$257,000
Registry	\$40,000	\$40,000	\$80,000
FCCASF	\$184,756	\$184,756	\$369,512
Trustline	\$600	\$600	\$1,200
CARES 3.0	\$25,000,000	\$25,000,000	\$50,000,000
Start Early	\$45,000	\$45,000	\$90,000
Good Rural	\$56,000	\$56,000	\$112,000
Alyson Suzuki	\$115,000	\$115,000	\$230,000
Emergency Pandemic Supports	\$3,521,250	\$3,521,250	\$7,042,500
Dream Keepers Initiative	\$132,300	\$132,300	\$264,600
TOTAL DEC REVENUES	\$78,184,404	\$78,209,094	\$156,393,498
Other Revenues			
Total Revenues	\$78,184,404	\$78,209,094	\$156,393,498
Full Time Equivalent (FTE)			

Prepared by: Elaine Lai

Telephone No.: 415-343-3365

5/17/2022

DEC-CO Review Signature: _____

DEC #1

5/9/2022

Program Name:
(Same as Line 9 on DEC #1)

Fiscal Intermediary

Salaries & Benefits Detail

POSITION TITLE	Agency Totals		For DEC Program		FY22-23	FY23-24	TOTAL
	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary	Budgeted Salary	07/01/21 to 06/30/22
	Senior Director of Compliance and Program Supports	147,350	100%	10%	0.10	\$14,735	\$15,177
Family Service Payments Technician	66,735	100%	10%	0.10	\$6,673	\$6,874	13,547.18
Family Service Payments Technician	56,981	100%	10%	0.10	\$5,698	\$5,869	11,567.14
Family Service Payments Support	59,639	100%	10%	0.10	\$5,964	\$6,143	12,106.72
Family Service Payments Support	60,219	100%	10%	0.10	\$6,022	\$6,203	12,224.43
Family Service Payments Technician	47,460	100%	10%	0.10	\$4,746	\$4,888	9,634.38
Family Service Payments Technician	56,981	100%	10%	0.10	\$5,698	\$5,869	11,567.20
Associate Director of Compliance and Program	109,562	100%	40%	0.40	\$43,825	\$45,140	88,964.71
Payment Services Lead	55,776	100%	30%	0.30	\$16,733	\$17,235	33,967.58
Family Service Payments Technician	53,163	100%	10%	0.10	\$5,316	\$5,476	10,792.07
Provider Supports Manager	82,108	100%	30%	0.30	\$24,632	\$25,371	50,003.58
Provider Support Coordinator (Spanish)	50,111	100%	30%	0.30	\$15,033	\$15,484	30,517.60
Provider Support Coordinator	50,627	100%	30%	0.30	\$15,188	\$15,644	30,831.84
Family Service Payments Technician	50,054	100%	10%	0.10	\$5,005	\$5,156	10,160.96
Family Service Payments Technician	52,022	100%	10%	0.10	\$5,202	\$5,358	10,560.47
Family Subsidy Payment Manager	85,187	100%	20%	0.20	\$17,037	\$17,548	34,585.81
Child Care Provider Relationship Coordinator	59,996	100%	40%	0.40	\$23,998	\$24,718	48,716.75
Business & Technology Support Data Coordinator	60,219	100%	15%	0.15	\$9,033	\$9,304	18,336.69
Business & Technology Support Data Coordinator	53,504	100%	15%	0.15	\$8,026	\$8,266	16,291.87
Business & Technology Support Data Coordinator	56,762	100%	15%	0.15	\$8,514	\$8,770	17,284.03
Director of Provider Services	133,489	100%	5%	0.05	\$6,674	\$6,875	13,549.11
Provider Services Coordinator	51,822	100%	40%	0.40	\$20,729	\$21,351	42,079.46
Senior Analyst/Senior Fiscal Data Manager	110,000	100%	10%	0.10	\$11,000	\$11,330	22,330.00
Controller	143,774	100%	25%	0.25	\$35,944	\$37,022	72,965.31
A/P Accountant	78,556	100%	30%	0.30	\$23,567	\$24,274	47,840.60
A/P Accountant	61,675	100%	40%	0.40	\$24,670	\$25,410	50,080.10
Senior Accountant	64,741	100%	20%	0.20	\$12,948	\$13,337	26,284.85
Senior Accountant	67,764	100%	10%	0.10	\$6,776	\$6,980	13,755.99
Finance Manager	107,766	100%	10%	0.10	\$10,777	\$11,100	21,876.57
Chief Financial Officer	219,771	100%	5%	0.05	\$10,989	\$11,318	22,306.78
Senior Director of Finance and Accounting	162,265	100%	5%	0.05	\$8,113	\$8,357	16,469.93
Senior Accounting Administrator	85,984	100%	5%	0.05	\$4,299	\$4,428	8,727.38
Staff Accountant II	63,935	100%	25%	0.25	\$15,984	\$16,463	32,446.85
							\$0
TOTALS	\$2,665,997	33.00	5.95	5.95	\$439,550	\$452,736	892,285.99
FRINGE BENEFIT RATE							
EMPLOYEE FRINGE BENEFITS					\$129,667	\$133,557	263,224.37
TOTAL SALARIES & BENEFITS	\$2,665,997				\$569,217	586,293	\$1,155,510

Program Name: **Fiscal Intermediary**
(Same as Line 9 on DEC #1)

Operating Expense Detail

Expenditure Category	TERM	FY22-23	FY23-24	Total
Rental of Property		\$51,086	\$52,619	\$103,705
Utilities(Elec, Water, Gas, Phone, Scavenger)		\$14,088	\$14,510	\$28,598
Office Supplies, Postage		\$12,700	\$13,081	\$25,781
Building Maintenance Supplies and Repair		\$6,591	\$6,789	\$13,381
Printing and Reproduction		\$12,293	\$12,662	\$24,956
Insurance		\$3,892	\$4,009	\$7,902
Staff Training		\$4,759	\$4,902	\$9,662
Staff Travel-(Local & Out of Town)		\$72	\$74	\$146
Rental of Equipment		\$3,576	\$3,683	\$7,259
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE				
Consultant		\$15,373	\$15,834	\$31,207
OTHER				
Program Supplies		\$500	\$515	\$1,015
Provider/Parent Incentives		\$1,025	\$1,056	\$2,081
Dues and Subscriptions		\$12,400	\$12,772	\$25,172
Software and Licensing		\$8,168	\$8,413	\$16,581
Bank Charges		\$0	\$0	\$0
TOTAL OPERATING EXPENSE		\$146,525	150,921	297,445

DEC #3

5/17/2022

LOCAL VOUCHER (ELS) BUDGET SUMMARY**BY PROGRAM**

Name		Term	
Children's Council of San Francisco		July 1, 2022 - June 30, 2024	
(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>			
If modification, Effective Date of Mod. No. of Mod.			
Program: Local Voucher			
Budget Reference Page No.(s)			
Program Term	FY22-23	FY23-24	Total
Expenditures			
Salaries & Benefits	\$1,280,631	\$1,319,049	\$2,599,680
Operating Expense	\$452,305	\$465,875	\$918,180
Subtotal	\$1,732,936	\$1,784,924	\$3,517,860
Indirect Percentage (%)	15%	15%	
Indirect Cost (Line 16 X Line 15)	\$259,942	\$267,740	\$527,682
Capital Expenditure	\$0	\$0	\$0
Direct Client Pass-Through	63,107,122	63,107,122	\$126,214,244
Total Expenditures	\$65,100,000	\$65,159,786	\$130,259,786
DEC Revenues			
General Fund - Admin	1,992,878	2,052,664	\$4,045,542
General Fund - Pass-Through ELS Voucher	62,000,000	62,000,000	\$124,000,000
General Fund - Pass-Through ELS P500	128,100	128,100	\$256,200
General Fund - Pass-Through ELS IPO	54,900	54,900	\$109,800
General Fund - Pass-Through ELS Homeless Set-Aside	462,061	462,061	\$924,122
General Fund - Pass-Through C1/C2 Priority Set-Aside	462,061	462,061	\$924,122
TOTAL DEC REVENUES	\$65,100,000	\$65,159,786	\$130,259,786
Other Revenues			
Total Revenues	\$65,100,000	\$65,159,786	\$130,259,786
Full Time Equivalent (FTE)			
Prepared by: Elaine Lai	415-343-3365	5/17/2022	
DEC-CO Review Signature:	_____		
DEC #1			

Program Name: ELS - Voucher

(Same as Line 9 on DEC #1)

Salaries & Benefits Detail

POSITION TITLE	Agency Totals		For DEC Program		FY22-23	FY23-24	TOTAL
	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary	Budgeted Salary	07/01/22 to 06/30/25
	Senior Director of Compliance and Program Supports	\$ 147,350	100%	18.7%	0.19	\$27,540	\$28,366
Family Service Specialist II	\$ 56,981	100%	18.7%	0.19	\$10,650	\$10,969	\$21,619
Family Service Payments Technician	\$ 66,735	100%	22.4%	0.22	\$14,967	\$15,416	\$30,384
Family Service Payments Technician	\$ 56,981	100%	18.7%	0.19	\$10,650	\$10,969	\$21,619
Family Service Payments Support	\$ 59,639	100%	18.7%	0.19	\$11,147	\$11,481	\$22,627
Family Service Payments Support	\$ 60,219	100%	18.7%	0.19	\$11,255	\$11,593	\$22,847
Family Service Specialist II	\$ 56,691	100%	18.7%	0.19	\$10,596	\$10,913	\$21,509
Provider Support Coordinator (renamed)	\$ 50,627	100%	18.7%	0.19	\$9,462	\$9,746	\$19,208
Family Service Specialist II	\$ 56,762	100%	18.7%	0.19	\$10,609	\$10,927	\$21,536
Family Service Specialist II	\$ 56,981	100%	18.7%	0.19	\$10,650	\$10,969	\$21,619
Family Service Payments Technician	\$ 47,460	100%	18.7%	0.19	\$8,870	\$9,136	\$18,007
Family Service Specialist II	\$ 56,530	100%	18.7%	0.19	\$10,565	\$10,882	\$21,448
Family Service Payments Technician	\$ 56,981	100%	15.0%	0.15	\$8,520	\$8,775	\$17,295
Family Subsidy Program Manager 1	\$ 83,981	100%	18.7%	0.19	\$15,696	\$16,167	\$31,863
Family Subsidy Provider Outreach Coordinator	\$ 66,327	100%	15.0%	0.15	\$9,917	\$10,215	\$20,132
Family Service Specialist II	\$ 54,808	100%	18.7%	0.19	\$10,244	\$10,551	\$20,795
Family Service Specialist II	\$ 53,710	100%	18.7%	0.19	\$10,038	\$10,340	\$20,378
Family Service Specialist II	\$ 53,710	100%	18.7%	0.19	\$10,038	\$10,340	\$20,378
Associate Director of Compliance and Program	\$ 109,562	100%	13.1%	0.13	\$14,334	\$14,764	\$29,098

POSITION TITLE	Agency Totals		For DEC Program		FY22-23	FY23-24	TOTAL
	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary	Budgeted Salary	07/01/22 to 06/30/25
	Family Subsidy Quality Assurance Coord.	\$ 58,465	100%	18.7%	0.19	\$10,927	\$11,255
Family Subsidy Specialist I	\$ 47,705	100%	18.7%	0.19	\$8,916	\$9,184	\$18,100
Payment Services Lead	\$ 55,776	100%	18.7%	0.19	\$10,425	\$10,737	\$21,162
Family Service Payments Technician	\$ 53,163	100%	18.7%	0.19	\$9,936	\$10,234	\$20,170
Training Manager - Program Supports	\$ 79,029	100%	18.7%	0.19	\$14,770	\$15,214	\$29,984
Program Support Trainer	\$ 62,591	100%	18.7%	0.19	\$11,698	\$12,049	\$23,747
Provider Supports Manager	\$ 82,108	100%	18.7%	0.19	\$15,346	\$15,806	\$31,152
Provider Support Coordinator (Spanish)	\$ 50,111	100%	18.7%	0.19	\$9,366	\$9,647	\$19,012
Provider Support Coordinator	\$ 50,627	100%	18.7%	0.19	\$9,462	\$9,746	\$19,208
Family Support Trainer	\$ 62,598	100%	18.7%	0.19	\$11,700	\$12,051	\$23,750
Family Service Payments Technician	\$ 50,054	100%	18.7%	0.19	\$9,355	\$9,636	\$18,991
Family Service Payments Technician	\$ 52,022	100%	18.7%	0.19	\$9,723	\$10,015	\$19,738
Family Service Specialist II - Spanish	\$ 49,153	100%	18.7%	0.19	\$9,187	\$9,462	\$18,649
Family Service Specialist II	\$ 51,750	100%	18.7%	0.19	\$9,672	\$9,962	\$19,634
Family Subsidy Payment Manager	\$ 85,187	100%	22.4%	0.22	\$19,106	\$19,679	\$38,785
Family Subsidy Provider Coordinator	\$ 56,981	100%	15.0%	0.15	\$8,520	\$8,775	\$17,295
Child Care Provider Relationship Coordinator	\$ 59,996	100%	3.7%	0.04	\$2,243	\$2,310	\$4,553
Business & Technology Support Data Coordinator	\$ 60,219	100%	1.9%	0.02	\$1,125	\$1,159	\$2,285
Business & Technology Support Data Coordinator	\$ 53,504	100%	1.9%	0.02	\$1,000	\$1,030	\$2,030
Business & Technology Support Data Coordinator	\$ 56,762	100%	1.9%	0.02	\$1,061	\$1,093	\$2,154
Family and Children Program Specialist	\$ 56,981	100%	18.7%	0.19	\$10,650	\$10,969	\$21,619
Family and Children Program Specialist	\$ 56,465	100%	18.7%	0.19	\$10,553	\$10,870	\$21,423
Family Subsidy & Children's Services Spclst	\$ 56,981	100%	18.7%	0.19	\$10,650	\$10,969	\$21,619
Family Service Specialist II	\$ 56,981	100%	18.7%	0.19	\$10,650	\$10,969	\$21,619
Family Service Specialist II	\$ 56,852	100%	18.7%	0.19	\$10,626	\$10,944	\$21,570

POSITION TITLE	Agency Totals		For DEC Program		FY22-23	FY23-24	TOTAL
	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary	Budgeted Salary	07/01/22 to 06/30/25
	Associate Director of Family Engagement	\$ 100,000	100%	7.5%	0.07	\$7,476	\$7,700
Family Service Specialist II	\$ 53,096	100%	18.7%	0.19	\$9,924	\$10,221	\$20,145
Family Engagement Manager	\$ 61,027	100%	5.6%	0.06	\$3,422	\$3,524	\$6,946
Family Service Specialist II	\$ 49,962	100%	18.7%	0.19	\$9,338	\$9,618	\$18,956
Family Service Specialist II	\$ 43,433	100%	18.7%	0.19	\$8,118	\$8,361	\$16,479
Family Service Specialist II	\$ 50,627	100%	21.7%	0.22	\$10,976	\$11,305	\$22,282
Provider Engagement Coach	\$ 66,116	100%	9.7%	0.10	\$6,426	\$6,618	\$13,044
Family Service Specialist II	\$ 48,752	100%	16.8%	0.17	\$8,201	\$8,447	\$16,647
Family Engagement Coach	\$ 64,741	100%	1.9%	0.02	\$1,210	\$1,246	\$2,456
Family Engagement Coach	\$ 64,741	100%	1.9%	0.02	\$1,210	\$1,246	\$2,456
Community Outreach & Partnership Project Mgr	\$ 83,622	100%	13.1%	0.13	\$10,940	\$11,268	\$22,209
CCR&R III Family Support Navigator	\$ 57,208	100%	18.7%	0.19	\$10,692	\$11,013	\$21,705
Director of Child Care Quality & Business Supports	\$ 133,489	100%	9.3%	0.09	\$12,475	\$12,849	\$25,323
Associate Director of Health and Nutrition	\$ 97,503	100%	5.6%	0.06	\$5,467	\$5,631	\$11,098
Chief Impact & Strategic Officer	\$ 184,742	100%	15.0%	0.15	\$27,623	\$28,451	\$56,074
Senior Director of Programs	\$ 141,848	100%	18.7%	0.19	\$26,511	\$27,307	\$53,818
Associate Senior Director of Research, Data and Evaluation	\$ 107,766	100%	15.0%	0.15	\$16,113	\$16,597	\$32,710
Senior Analyst/Senior Fiscal Data Manager	\$ 110,000	100%	18.7%	0.19	\$20,559	\$21,176	\$41,735
Controller	\$ 143,774	100%	13.1%	0.13	\$18,810	\$19,374	\$38,184
A/P Accountant	\$ 78,556	100%	13.1%	0.13	\$10,277	\$10,586	\$20,863
A/P Accountant	\$ 61,675	100%	13.1%	0.13	\$8,069	\$8,311	\$16,380
Senior Accountant	\$ 64,741	100%	13.1%	0.13	\$8,470	\$8,724	\$17,194
Senior Accountant	\$ 67,764	100%	18.7%	0.19	\$12,665	\$13,045	\$25,710
Finance Manager	\$ 107,766	100%	13.1%	0.13	\$14,099	\$14,522	\$28,621
Chief Financial Officer	\$ 219,771	100%	13.1%	0.13	\$28,753	\$29,615	\$58,368

POSITION TITLE	Agency Totals		For DEC Program		FY22-23	FY23-24	TOTAL
	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary	Budgeted Salary	07/01/22 to 06/30/25
Senior Director of Finance and Accounting	\$ 162,265	100%	13.1%	0.13	\$21,229	\$21,866	\$43,095
Senior Accounting Administrator	\$ 85,984	100%	13.1%	0.13	\$11,249	\$11,587	\$22,836
Staff Accountant II	\$ 63,935	100%	7.5%	0.07	\$4,780	\$4,923	\$9,703
Parent Voices Organizer	\$ 84,546	100%	5.6%	0.06	\$4,740	\$4,883	\$9,623
Director of Marking & Communication	\$ 112,788	100%	18.7%	0.19	\$21,080	\$21,712	\$42,793
Chief Advancement Officer	\$ 180,269	100%	16.8%	0.17	\$30,323	\$31,233	\$61,556
Communications & Design Associate	\$ 50,998	100%	16.8%	0.17	\$8,578	\$8,836	\$17,414
Director of Public Policy Communication	\$ 134,287	100%	15.0%	0.15	\$20,079	\$20,681	\$40,760
Policy Communications Associate	\$ 73,334	100%	15.0%	0.15	\$10,965	\$11,294	\$22,259
IT Support Specialist	\$ 66,462	100%	11.2%	0.11	\$7,453	\$7,677	\$15,130
Web Developer/Administrator	\$ 92,586	100%	11.2%	0.11	\$10,383	\$10,694	\$21,077
Senior Manager - Data Strategist	\$ 114,309	100%	18.7%	0.19	\$21,364	\$22,005	\$43,370
Chief Technology Officer	\$ 172,572	100%	11.2%	0.11	\$19,352	\$19,933	\$39,285
Data Manager	\$ 85,225	100%	18.7%	0.19	\$15,929	\$16,406	\$32,335
HelpDesk Manager	\$ 85,187	100%	11.2%	0.11	\$9,553	\$9,839	\$19,392
Facilities & Operations Coordinator	\$ 59,651	100%	3.7%	0.04	\$2,230	\$2,297	\$4,526
Director of Facilities	\$ 112,348	100%	3.7%	0.04	\$4,200	\$4,326	\$8,525
Associate Director of Facilities	\$ 70,165	100%	3.7%	0.04	\$2,623	\$2,701	\$5,324
Facilities Maintenance Associate	\$ 68,456	100%	3.7%	0.04	\$2,559	\$2,636	\$5,195
TOTALS	\$6,852,181	88.00	12.99	12.99	\$988,904	\$1,018,571	\$2,007,475
FRINGE BENEFIT RATE							

POSITION TITLE	Agency Totals		For DEC Program		FY22-23	FY23-24	TOTAL
	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary	Budgeted Salary	07/01/22 to 06/30/25
EMPLOYEE FRINGE BENEFITS					\$291,727	\$300,478	\$592,205
TOTAL SALARIES & BENEFITS					\$1,280,631	\$1,319,049	\$2,599,680
DEC #2							5/17/2022

Program Name: ELS Voucher

(Same as Line 9 on DEC #1)

Operating Expense Detail

<u>Expenditure Category</u>	TERM	FY22-23	FY23-24	Total
Rental of Property		\$112,411	\$115,783	\$228,194
Utilities(Elec, Water, Gas, Phone, Scavenger)		\$30,747	\$31,669	\$62,415
Office Supplies, Postage		\$25,126	\$25,880	\$51,006
Building Maintenance Supplies and Repair		\$20,628	\$21,247	\$41,875
Printing and Reproduction (Outreach)		\$23,797	\$24,511	\$48,308
Insurance		\$8,495	\$8,750	\$17,245
Staff Training		\$15,172	\$15,627	\$30,799
Staff Travel-(Local & Out of Town)		\$195	\$200	\$395
Rental of Equipment		\$11,645	\$11,995	\$23,640
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE				
Consultant		\$122,407	\$126,079	\$248,486
OTHER				
Program Supplies		\$374	\$385	\$759
Provider/Parent Incentives		\$8,623	\$8,882	\$17,505
Dues and Subscriptions		\$13,382	\$13,783	\$27,165
Software and Licensing		\$55,206	\$56,862	\$112,068
Bank Charges		\$4,098	\$4,221	\$8,319
TOTAL OPERATING EXPENSE		\$452,305	\$465,875	\$918,180

DEC #3**5/17/2022**

**FEDERAL/STATE SUBSIDY BUDGET SUMMARY
BY PROGRAM**

Name **Children's Council of San Francisco** Term **July 1, 2022 - June 30, 2024**
 (Check One) New Renewal Modification

If modification, Effective Date of Mod. _____ No. of Mod. _____

Program: Federal/State Subsidy

Budget Reference Page No.(s)	FY22-23	FY23-24	FY22-23	FY23-24	FY22-23	FY23-24	FY22-23	FY23-24	FY22-23	FY23-24	FY22-23	FY23-24
Program Term	Stage 1	Stage 1	Stage 2	Stage 2	CAPP	CAPP	FCS-Fed/State	FCS-Fed/State	FCS-Non Fed	FCS-Non Fed	Total	Total
Expenditures												
Salaries & Benefits	\$1,118,239	\$1,151,786	\$695,131	\$715,985	\$160,678	\$165,499	\$134,539	\$138,575	\$111,344	\$114,685	\$2,219,932	\$2,286,530
Operating Expense	\$402,002	\$414,062	\$250,139	\$257,643	\$57,708	\$59,440	\$66,185	68,162	\$40,166	\$41,371	\$816,201	\$840,678
Subtotal	\$1,520,241	\$1,565,848	\$945,270	\$973,628	\$218,387	\$224,938	\$200,725	\$206,737	\$151,511	\$156,056	\$3,036,133	\$3,127,208
Indirect Percentage (%)	15%	15%	15%	15%	15%	15%	8%	8%	15%	15%		
Indirect Cost (Line 16 X Line 15)	\$227,834	\$234,669	\$141,743	\$145,995	\$32,631	\$33,610	\$16,032	\$16,523	\$22,700	\$23,381	\$440,940	\$454,177
Capital Expenditure	-	-	-	-	-	-	-	-	-	-	-	-
Direct Client Pass-Through	\$8,241,751	\$8,241,751	\$5,125,000	\$5,125,000	\$1,183,483	\$1,183,483	\$349,424	\$349,424	\$1,486,169	\$1,486,169	\$16,385,827	\$16,385,827
Direct Client Pass-Through-FCS Bridge							\$572,562	\$572,562			\$572,562	\$572,562
Total Expenditures	\$9,989,826	\$10,042,268	\$6,212,013	\$6,244,623	\$1,434,500	\$1,442,031	\$1,138,743	1,145,246	\$1,660,380	\$1,665,606	\$20,435,462	\$20,539,774
HSA Revenues												
Admin (Mixed Local/State/Fed Funding)	\$1,748,075	\$1,800,517	\$1,087,013	\$1,119,623	\$251,017	\$258,548	\$93,806	\$96,620	\$174,211	\$179,437	\$3,354,122	\$3,454,746
Pass-Through (Mixed Local/State/Fed Funding)	\$8,241,751	\$8,241,751	\$5,125,000	\$5,125,000	\$1,183,483	\$1,183,483	\$349,424	\$349,424	\$1,486,169	\$1,486,169	\$16,385,827	\$16,385,827
Admin- FCS Navigator (State Funding)							\$88,619	\$91,278			\$88,619	\$91,278
Admin- FCS Trauma (State Funding)							\$34,332	\$35,362			\$34,332	\$35,362
Pass-Through FCS Bridge (State Funding)							\$572,562	\$572,562			\$572,562	\$572,562
TOTAL HSA REVENUES	\$9,989,826	\$10,042,268	\$6,212,013	\$6,244,623	\$1,434,500	\$1,442,031	1,138,743	1,145,246	\$1,660,380	\$1,665,606	\$20,435,462	\$20,539,774
Other Revenues												
Total Revenues	\$9,989,826	\$10,042,268	\$6,212,013	\$6,244,623	\$1,434,500	\$1,442,031	\$1,138,743	\$1,145,246	\$1,660,380	\$1,665,606	\$20,435,462	\$20,539,774
Full Time Equivalent (FTE)												

Prepared by: Elaine Lai Telephone No.: 415-343-3365

HSA-CO Review Signature: _____

HSA #1

Program Name: Federal/State Subsidy

(Same as Line 9 on DEC #1)

Operating Expense Detail

Expenditure Category	TERM	Stage 1	Stage 1	Stage 2	Stage 2	CAPP	CAPP	FCS-Fed/State	FCS-Fed/State	FCS-Non Fed	FCS-Non Fed	TOTAL	TOTAL
		FY22-23	FY23-24	FY22-23	FY23-24	FY22-23	FY23-24	FY22-23	FY23-24	FY22-23	FY23-24	FY22-23	FY23-24
Rental of Property		\$98,156	\$101,101	\$61,017	\$62,847	\$14,104	\$14,527	\$5,263	\$5,421	\$9,774	\$10,067	\$188,313	\$193,963
Utilities(Elec, Water, Gas, Phone, Scavenger)		\$26,848	\$27,653	\$16,689	\$17,190	\$3,858	\$3,973	\$1,439	\$1,483	\$2,673	\$2,753	\$51,507	\$53,053
Office Supplies, Postage		\$18,859	\$19,425	\$10,978	\$11,308	\$2,538	\$2,614	\$947	\$975	\$1,759	\$1,811	\$35,080	\$36,133
Building Maintenance Supplies and Repair		\$19,520	\$20,105	\$19,026	\$19,597	\$4,286	\$4,415	\$778	\$802	\$1,446	\$1,489	\$45,056	\$46,408
Printing and Reproduction (Outreach)		\$20,780	\$21,403	\$12,917	\$13,305	\$2,986	\$3,075	\$1,069	\$1,101	\$2,269	\$2,337	\$40,021	\$41,221
Insurance		\$7,418	\$7,641	\$4,611	\$4,750	\$1,066	\$1,098	\$398	\$410	\$739	\$761	\$14,232	\$14,659
Staff Training		\$17,248	\$17,766	\$8,235	\$8,482	\$1,904	\$1,961	\$710	\$732	\$1,319	\$1,359	\$29,417	\$30,299
Staff Travel-(Local & Out of Town)		\$170	\$175	\$106	\$109	\$24	\$25	\$9	\$9	\$17	\$17	\$326	\$336
Rental of Equipment		\$10,169	\$10,474	\$6,321	\$6,511	\$1,461	\$1,505	\$545	\$562	\$1,012	\$1,043	\$19,508	\$20,094
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE													
Consultant		\$106,012	\$109,192	\$65,900	\$67,877	\$15,233	\$15,690	\$2,984	\$3,074	\$12,056	\$12,418	\$202,185	\$208,251
OTHER													
Program Supplies		\$326	\$336	\$203	\$209	\$47	\$48	\$1,293	\$1,332	\$33	\$34	\$1,902	\$1,959
Provider/Parent Incentives		\$7,528	\$7,754	\$4,680	\$4,820	\$1,082	\$1,114	\$404	\$416	\$750	\$773	\$14,444	\$14,877
Dues and Subscriptions		\$11,685	\$12,036	\$7,264	\$7,482	\$1,679	\$1,729	\$627	\$646	\$1,164	\$1,199	\$22,419	\$23,092
Software and Licensing		\$53,705	\$55,316	\$29,966	\$30,865	\$6,927	\$7,135	\$2,435	\$2,499	\$4,800	\$4,944	\$97,833	\$100,759
Bank Charges		\$3,579	\$3,686	\$2,225	\$2,292	\$514	\$529	\$192	\$198	\$356	\$367	\$6,866	\$7,072
FCS Trauma Training		\$0	\$0	\$0	\$0	\$0	\$0	\$47,091	\$48,504	\$0	\$0	\$47,091	\$48,504
TOTAL OPERATING EXPENSE		\$402,002	\$414,062	\$250,139	\$257,643	\$57,708	\$59,440	\$66,185	\$68,162	\$40,166	\$41,371	\$816,201	\$840,678

Appendix A – Services to be Provided
Wu Yee Children’s Services
Early Care and Education Integrated Services
July 1, 2022 to June 30, 2024

1) Definitions

0-5 Continuity	Eligible population families who lose subsidy eligibility for state funding may continue in care until their child reaches kindergarten with the support of local 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 3.0	Compensation and Retention Early Educator Stipend
CDE	California Department of Education
CDSS	California Department of Social Services
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 DEC Funding Agreement. MRA funding to supports PFA, Title 5 Gap (Preschool only), and fully funded Center-MRA enrollments. Center-MRA enrollments will be tracked and reported in a Data System selected by DEC.
DEC	Department of Early Childhood
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.
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. DEC 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
Case Management	A continuum of support for families from the beginning of the child care navigation and enrollment process through referral to other child care 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 110% of the Area 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 2022-2023, 2023-24 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 2021-2022 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 in-classroom instruction.
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 is only applicable to State Preschool funded Title 5 Programs.

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.
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.

2) Purpose

The purpose of this grant is to provide Early Care and Education Integrated Services. Wu Yee Children’s Services (“The Grantee”) is central to the implementation of the DEC 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.

A critical feature of the Citywide ECE plan is to ensure school readiness for all birth-to-5 children living in San Francisco. This includes effectively leveraging local, state and federal child care funding for San Francisco families to have broad access to high quality, ECE programs. The plan also focuses on “continuity of care” to ensure children maintain their ECE enrollments until kindergarten; along with, supporting and empowering families and their programs with information in order to choose and maintain a high quality, ECE option that best suits their needs.

3) Priority 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, Indigenous, and Pacific Islander communities.

4) Location and Accessibility of Services

Grantee shall provide services in multiple languages (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 PM Monday — Friday. Extended evening hours on a case by case as needed, will be broadly advertised to families and programs. In-person services will be offered at 888 Clay Street and 4900 3rd Street, at DEC-funded programs and at other designated locations for on-site support, group training, or information sharing.

5) Communications and Messaging

Grantee will work closely with DEC 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.

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

Resource and Referral

The Grantee will, through the Resource and Referral services, enhance the experience of eligible families, and connect them to quality ECE options that meet their needs; and that informs parents of the types of financial city support for ECE. Local R&R funding must also be directed to promote R&R services to be culturally and linguistically relevant to meet the needs of eligible families. The Grantee agencies should collaborate with other local, regional and state organizations and with other key system stakeholders and initiatives that are critical to the local ECE system.

The Grantee will meet the needs of families, providers and children in several ways. Grantee will use a Multi-Tiered + Family Centered Case Management model that:

- A.** Enhances the experience of eligible families, and connects them to quality ECE options that meet their needs; and that informs parents of the types of financial city support for ECE. Local R&R funding must also be directed to promote R&R services to be culturally and linguistically relevant to meet the needs of eligible families. The Grantee agencies should collaborate with other local, regional and state organizations and with other key system stakeholders and initiatives that are critical to the local ECE system.
- B.** Will help all low-income families define and articulate their child care setting preferences, which will facilitate matches with subsidized care openings.
- C.** Uses a child care case management approach with priority populations that ensures follow-up on next steps, identifying barriers, refining Family Profiles and connecting families to additional community resources, as needed, in order to support the needs of the whole family.
- D.** Is research-informed and comprehensive outreach approach in order to maximize priority population family engagement.
- E.** The multi-tiered model will aim to enhance the relationships with programs and use technology to ensure real-time vacancy information is used in order to provide “best Fit” child care referrals.

R&R Family Support:

- a) Develop, document and implement an approach that prioritizes families based on needs and prioritized populations. Prioritized population families are offered based on need, comprehensive referral services with proactive follow-up over a specified period of time.
- b) With Resource and Referral as the guiding point, ensure a seamless and integrated service delivery model across its internal departments to provide comprehensive family support services to low-income families based on their goals. These services meet families where they are and offer flexible and individualized support that affirms and builds on families' strengths.

- c) Counsel families in person, over the phone, via email, via text (if feasible and effective), and through other methods (e.g., mobile applications, etc.) about the child care support systems, eligibility, and types of child care providers, the Early Learning SF (ELSF) process, and related services available. Counseling should be culturally responsive and available in the languages of the prioritized populations and responsive to the schedules of the populations served.
- d) Refer prioritized population families to social services and supports beyond child care, such as, but not limited to, Family Resource Centers for parenting classes/support groups, food assistance, housing, employment, health, financial support or management, and other needs.
- e) Grantee will maintain and continuously improve on-line, printed, etc., information available that supports families' ability to find and pay for child care that meets their needs.
- f) Specific information available will include types and costs of care, types of and eligibility for financial assistance and, if available, indicators of quality care.

Community Outreach

- a) Engage in coordinated outreach and communication to maximize its engagement of Prioritized Population families.
- b) Work with community-based organizations that work with the Prioritized Population (e.g., Family Resource Centers, 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.
- c) Utilize a variety of on-going outreach strategies, not limited to text-messaging, email, social media and direct mail campaigns to specific neighborhoods to engage families.

Use and implement cost- effectiveness and targeted print/digital/outdoor advertising to determine a return-on-investment and impact of services.

FIRST AID TRAINING

- a) Grantee will ensure CPR and First Aid training is available to child care providers, in their home language and/or provide translation as needed. Grantee will enter all training for programs (regardless of funding source) and their attendees' participation into the California ECE Workforce Registry per the protocol supplied by DEC.

IMPROVE FAMILY AND PROVIDER EXPERIENCE

Grantee will streamline all relevant aspects of Family-Program Support (R&R) and ECE Case Management subsidy system administration to improve the experience for all families and child care providers served. The activities include, but are not limited to the following:

- a. Minimize points of contact (when possible) for each family and program when transitioning from a service/process within different teams/departments.
- b. Responsiveness to families and programs happens between 1-2 business days after being contacted
- c. From the time of first contact to enrollment in a child care program, the targeted wait time for enrollment time is no more than 3 weeks.
- d. Promote greater utilization of its online "Care Portal" which allows providers and parents to easily access attendance sheets, explanations of payments and other required documents.
- e. Work to simplify what and how parents must report to make it easier for families to enroll in or maintain their ECE services.
- f. Improve online provider reporting, automating child eligibility screening and enrollment, and attendance tracking that could then be linked to payment calculation, billing and reporting.

FAMILY AND PROGRAMS CHILD CARE ELIGIBILITY SUPPORT

Integrated Family-Child Care Case Management:

- a) 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.
- b) 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.
- c) 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.
- d) Grantee will communicate with families 90 days after enrollment to ensure placement is a good fit and gather feedback on the family's child care search experience. This information will be compiled into an annual report providing insights fo DEC and Grantee with key information for prospective policy and planning adjustments.

Family Choice & Fiscal Leveraging:

- e) 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 DEC 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:

- f) Grantee will work with DEC 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.

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 off ELSF or via other DEC approved processes (e.g., two-way enrollment) following DEC’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, seeking child care services, and/or receiving ELS-Vouchers, the Grantee will work with Compass Family Services to determine funding availability and process provider payments. Grantees will maintain regular communication around trends in families that are experiencing homelessness to secure child care. Grantee will collaborate closely with Compass Family Services to ensure efficient and effective child care subsidy enrollments

- **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
 - Grantees 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. Grantees will also update individual family profiles outside of the scheduled process as staff become aware of new information.

- **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.

SERVICE AND OUTCOME OBJECTIVES

Service Goal 1: Multi-Tier service delivery approach.

Grantee will assess families at entry point to assign tier based on family need and will provide appropriate tiered service.

Outcome Objectives

- 1.1.1 By the end of the first quarter, to set a baseline of services, grantee will report the number of families served in each tier of service. Data points to be included in the report include, but not limited to:
- Priority population,
 - Income,
 - Service Tier received,

Service Goal 2: Prioritization of Family's Needs:

2.1 Grantee will support low-income families' articulate preferences for child care setting, which will facilitate matches with subsidized care openings.

2.2 Grantee will case manage families, especially of priority populations emphasizing assisting those families that need follow-up on next steps, and for whom barriers were identified so they can be connected to community resources.

Outcome Objectives

- 2.1.1 By the end of each fiscal year quarter, Grantee will report on families receiving a subsidy 90 days after enrollment to ensure care selection was a good fit and positive service experience.
- 2.1.2 By the end of the 4th quarter, grantee will share insights from families reporting dissatisfaction with child care placement with DEC to inform ongoing system improvements.
- 2.2.1 At the end of each quarter, Grantee will report on families served and type of other service referral to other community based organizations provided.

Service Goal 3: Community Outreach:

3.1 Grantee will develop interactive and meaningful outreach strategies that focuses on building relationships with Families, Programs and the ECE community members.

3.2 Grantee’s Outreach strategies must center on connecting and interacting with families and programs to building relationships, cultivating awareness and ensuring actions and services are purposeful.

Outcome Objectives:

3.1.1 By the end of the second quarter, Grantee will develop a Community Engagement Strategy (Outreach) to focus, primarily, on making sure that families and programs know about and can navigate services provided by Grantee.

3.1.2 As part of the data analysis, a list of recommendations and action items to implement on year 2 of the contract.

3.1.3 Annually, Grantee will report on the number of programs receiving CPR/First Aid training (by language) and the outreach efforts made to contact programs needing new or recurring certification, including, but not limited to:

- Outreach-communication strategy used to invite program participation,
- Modality of the training,
- Participants impact and satisfaction survey

Service Goal 4: Family Supports –Internal Systems Integration:

4.1 Grantee will aim to streamline relevant aspects of the Resource and Referral and Child Care subsidy system administration and service delivery, in order to improve families and programs experience.

4.2 Grantee will provide high quality service to all clients by ensuring R&R and Subsidy systems and processes plan for, anticipate, and allow for efficiencies, regulatory compliance, and continuous improvement— establishing practices that meet the needs of families and their children.

Outcome Objectives:

4.1.1 By the end of second quarter, Grantee will provide all families and program a visual diagram of all the service and support paths provided by the grantee.

4.1.2 By March and June of each year, Grantee will update the diagram of “path to services”, if needed, to ensure families and programs know where, who, what services they can receive from grantee.

Service Goal 5: Locally Funded Programs ECE Administration

5.1. Grantee will implement a child/family -centered system to ensure all families unique preferences and each child’s development needs are prioritized.

5.2 Grantee will administer a locally funded child care subsidy program and will adhere to all program requirements, polices and laws related to the administration of programs.

5.3 Grantee will support all eligible families using a comprehensive and seamless child care case management and counseling about their child care options and focusing on strengthening a relationship for on-going assistance during their participation in the programs.

5.4 Grantee will serve the following average of monthly families and children (These numbers may be adjusted by DEC, as needed, during the contract term to reflect changes in funding or projected enrollments):

i. Early Learning Scholarship (ELS): Monthly Average of 775 children

5.5 Twice per year, grantee will conduct provider meetings to provide information and request input on topics related to subsidy administration. Grantee will conduct post-event surveys to assess helpfulness of topics and gain insights into improving future meetings.

5.6 Grantee will provide monthly projections and revenue reports based on program budget allocations.

Outcome Objectives:

After the end of the 3rd quarter, grantee will submit a report containing the following:

1. Family feedback data on the impact of services received. Report will include child age, zip code, and type of provider to the extent this information is provided by the family responding to the survey. At least 80% of families will report that services had a positive impact.
2. Program feedback data on the satisfaction with subsidy administration services. 100% of active ELS Program programs will be reached out and grantee will secure at least a 65% response. Survey results will indicate an increase in satisfaction level from Quarter 1 results. Report will include a summary of action plan for improvements based on feedback received.

5.1.1 By the end of the third quarter, grantee will report on #s and % families served and received an ECE-Care Plan as part of their certification intake. Plan includes, but not limited to:

- Number of child care referrals provided and zip codes
- Child-family Needs Assessment
- Child's Ages and Stages Information
- Invitation and/or participation to parenting workshops or other parent training available
- School District enrollment information
- Program quality indicators and what to look for in a program,
- Child Care Subsidy Policies – Parent's Rights and Responsibilities.

5.2.1 By July 1 (OECE's Operating Guidelines must be updated by June 1 to meet objective) , of each contract year, grantee will update all parent and program policies and procedures handbooks and will make them available to all families and programs participating in any program.

5.2.2 By the end of the third quarter, Grantee will provide a service delivery plan that supports a robust and seamless child care case management system for support Homeless at-risk families.

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, Grantee 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.

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 31st for the fiscal year ending June 30. Quarterly reports shall be sent no later than the 15th 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 Tier service counseling and referral services that includes, but its not limited to:

Tier 1: All Families

Standard R&R Counseling Services will provide:

- a. information on the types, costs and options for child care;
- b. information on quality indicators;
- c. assistance structuring a child care search and creating a Family Profile;
- d. an overview of supports we provide related to child development and parenting; and referrals to child care providers.

Tier 2: ELS Eligible Families

Tier 2 families receive additional services, including:

- a. For pre-screened families eligible for a subsidy, staff explain subsidy options, enrollment process, required documentation and timelines.
- b. Staff will work with all families to develop Family Profiles, which will help them articulate their preferences for care, rank the importance of those preferences, and facilitate better matches with subsidized care openings.

Tier 3: Priority Populations

All supports above, plus: Families with children with special needs, CPS/At Risk , Homeless, African American, Latino, Native American, Pacific Islanders, will be referred to a child care specialist. Enhanced referral services including provider suggestions and selection advice provided as part of this Tier level of service.

Monthly Subsidy Administration Reports

- Provide a detailed monthly summary report on subsidy child care projections and enrollments that illustrates the achievement of the subsidy Service Objectives identified above.

Quarterly Reports

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

Annual Reports

- a. Grantee will provide a single annual performance report regarding progress on all service and outcome objectives for Subsidy and R&R services.
- b. Grantee will produce subsidy system ad hoc reports relevant for child care planning and policy purposes with reasonable notice
- c. 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 DEC.

Audit Response

- a. 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.)

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

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

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, 2022 - June 30, 2024	
(Check One) New <input checked="" type="checkbox"/> Modification			
If modification, Effective Date of Mod.		No. of Mod.	
Program: ECE Integrated Services - ELS 22-24			
	Original	Original	
Budget Reference Page No.(s)	Y1	Y2	Y1 - Y2
Program Term	07/2022 - 06/2023	07/2023 - 06/2024	Total
Expenditures			
Salaries & Benefits	\$1,942,193	\$2,000,459	\$3,942,653
Operating Expense	\$354,063	\$364,685	\$718,748
Subtotal	\$2,296,257	\$2,365,144	\$4,661,401
Indirect Percentage (%)	15%	15%	15%
Indirect Cost (Line 16 X Line 15)	344,438	354,772	\$699,210
Capital Expenditure	0		\$0
Subtotal w/o Pass-Through	2,640,695	2,719,916	\$5,360,611
Direct Client Pass-Through	\$63,000,000	\$63,000,000	\$126,000,000
Total Expenditures	\$65,640,695	\$65,719,916	\$131,360,611
DEC Revenues			
Mixed funding (local, state, etc.)	\$65,640,695	\$65,719,916	\$131,360,611
TOTAL DEC REVENUES	\$65,640,695	\$65,719,916	\$131,360,611
Other Revenues			
Prepared by: Mark Tao	Telephone No.: 415-230-7504		Date: 5/18/22
DEC-CO Review Signature:			
DEC #1			

HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

Name Wu Yee Children's Services	Term July 1, 2022 - June 30, 2024
---	---

(Check One) New Modification

If modification, Effective Date of Mod. No. of Mod.

Budget Reference

Program: ECE Integrated Services 22-24	ELS Subsidy	R&R	Y1 Total	ELS Subsidy	R&R	Y2 Total	Grant TOTAL
Program Term	07/2022 - 06/2023			07/2023 - 06/2024			FY22-24
Expenditures							
Salaries & Benefits	\$1,309,867	\$632,327	\$1,942,193	\$1,349,163	\$651,297	\$2,000,459	\$3,942,653
Operating Expense	\$244,494	\$109,570	\$354,063	\$251,828	\$112,857	\$364,685	\$718,748
Subtotal	\$1,554,360	\$741,896	\$2,296,257	\$1,600,991	\$764,153	\$2,365,144	\$4,661,401
Indirect Percentage (%)	15%	15%	15%	15%	15%	15%	15%
Indirect Cost (Line 16 X Line 15)	\$233,154	\$111,284	\$344,438	\$240,149	\$114,623	\$354,772	\$699,210
Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal w/o Pass-Through	\$1,787,514	\$853,181	\$2,640,695	\$1,841,139	\$878,776	\$2,719,916	\$5,360,611
Direct Client Pass-Through	\$63,000,000	\$0	\$63,000,000	\$63,000,000	\$0	\$63,000,000	\$126,000,000
Total Expenditures	\$64,787,514	\$853,181	\$65,640,695	\$64,841,139	\$878,776	\$65,719,916	\$131,360,611
DEC Revenues							
Mixed funding (local, state, etc.)	\$64,787,514	\$853,181	\$65,640,695	\$64,841,139	\$878,776	\$65,719,916	\$131,360,611
TOTAL DEC REVENUES	\$64,787,514	\$853,181	\$65,640,695	\$64,841,139	\$878,776	\$65,719,916	\$131,360,611
Other Revenues							

Prepared by: Mark Tao

Date: 5/18/22

DEC-CO Review Signature:

DEC #1

HUMAN SERVICES AGENCY BUDGET SUMMARY

Name Wu Yee Children's Services

(Check One) New Modification

If modification, Effective Date of Mod. No. of Mod.

Program: ECE Integrated Services FY22-24 - ELS Subsidy

Budget Reference Page No.(s)	Y1	Y2	FY22-24 TOTAL
Program Term	FY22/23	FY23/24	
Expenditures			
Salaries & Benefits	\$1,309,867	\$1,349,163	\$2,659,029
Operating Expense	\$244,494	\$251,828	\$496,322
Subtotal	\$1,554,360	\$1,600,991	\$3,155,351
Indirect Percentage (%)	15%	15%	15%
Indirect Cost (Line 16 X Line 15)	\$233,154	\$240,149	\$473,303
Capital Expenditure	\$0	\$0	\$0
Subtotal w/o Pass-Through	\$1,787,514	\$1,841,139	\$3,628,654
Direct Client Pass-Through	\$63,000,000	\$63,000,000	\$126,000,000
Total Expenditures	\$64,787,514	\$64,841,139	\$129,628,654
DEC Revenues			
Local Funding (GF, PEEF, City work orders, etc.)	\$64,787,514	\$64,841,139	\$129,628,654
Infant & Toddler Funding (local funding including City work order)			
TOTAL DEC REVENUES	\$64,787,514	\$64,841,139	\$129,628,654
Other Revenues			
Total Revenues	\$64,787,514	\$64,841,139	\$129,628,654
Full Time Equivalent (FTE)			
Prepared by: Mark Tao			

DEC-CO Review Signature:

DEC #1 _____

(Same as Line 9 on DEC #1)

Salaries & Benefits Detail

					Y1	Y2	
					FY22/23	FY23/24	
	Agency Totals	For DEC Program		For DHS Program			
POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by DEC (Max 100%)	Adjusted FTE	Original	Original	Y1 - Y2 TOTAL
<i>Program Director</i>	\$122,408	1.00	69%	0.69	\$83,994	86,514	170,508
<i>ELS Manager:</i>	\$111,162	1.00	100%	0.95	\$105,604	108,772	214,375
<i>Family Services Supervisor:</i>	\$73,522	2.00	100%	2.03	\$149,470	153,954	303,424
<i>Family Services Specialist: (6)</i>	\$64,300	6.00	100%	5.70	\$366,509	377,505	744,014
<i>Scholarship Specialist: (2)</i>	\$68,438	2.00	100%	1.90	\$130,034	133,935	263,968
<i>ELS Data Administrator</i>	\$82,013	1.00	100%	0.95	\$77,913	80,251	158,164
<i>Office Manager</i>	\$50,808	1.00	24%	0.24	\$12,067	12,429	24,496
<i>Resource Specialist</i>	\$76,655	1.00	9%	0.09	\$6,711	6,912	13,623
<i>Lead Family Services Specialist</i>	\$69,550	1.00	100%	0.95	\$66,073	68,055	134,127
TOTALS	\$829,710	17.00		13.49	\$998,374	\$1,028,325	2,026,699
FRINGE BENEFIT RATE	31.2%						
EMPLOYEE FRINGE BENEFITS					\$311,493	\$320,837	632,330
TOTAL SALARIES & BENEFITS					\$1,309,867	\$1,349,163	\$2,659,029
DEC #2							

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

Operating Expense Detail

Expenditure Category	Total		Y1 - Y2 FY22-24 TOTAL
	Y1	Y2	
	FY22-23	FY23-24	
Other Program Supplies	\$2,380	\$2,451	\$4,830
Office Supplies	\$8,120	\$8,364	\$16,484
Translations	\$2,255	\$2,323	\$4,578
Outreach Materials/ Engagement	\$1,000	\$1,030	\$2,030
Consultants	\$14,585	\$15,023	\$29,608
Technology Support	\$35,000	\$36,050	\$71,050
Subscription & Membership Fees	\$38,000	\$39,140	\$77,140
Staff Training	\$16,000	\$16,480	\$32,480
Forums/ Workshops/ Conferences	\$3,000	\$3,090	\$6,090
Meeting Expenses	\$1,000	\$1,030	\$2,030
Provider Services Related Expenses	\$5,000	\$5,150	\$10,150
Parent Activities	\$3,500	\$3,605	\$7,105
Travel	\$2,000	\$2,060	\$4,060
Computer Expenses	\$20,000	\$20,600	\$40,600
Finger Printing/ Transcript / Immunizations	\$0	\$0	\$0
Postage & Delivery	\$8,000	\$8,240	\$16,240
Office Copier	\$1,634	\$1,683	\$3,317
Rent	\$47,748	\$49,180	\$96,928
Utilities	\$8,002	\$8,242	\$16,244
Janitorial Services & Supplies	\$10,767	\$11,090	\$21,857
Building Repair & Maintenance	\$4,510	\$4,645	\$9,155
Telephone/ Fax/ Internet/ Email	\$9,074	\$9,346	\$18,420
Equipment Leases	\$1,000	\$1,030	\$2,030
Equipment Repairs/Maintenance	\$1,919	\$1,977	\$3,896
TOTAL OPERATING EXPENSE	\$244,494	\$251,828	\$496,322

HUMAN SERVICES AGENCY BUDGET SUMMARY BY YEAR			Appendix B
Name			
Wu Yee Children's Services			
(Check One) New <input checked="" type="checkbox"/> Modification			
If modification, Effective Date of Mod.		No. of Mod.	
Program: ECE Integrated Services FY22-24 - Resource & Referral			
Budget Reference Page No.(s)	Y1	Y2	
	FY22-23	FY23-24	FY22-24
Expenditures			TOTAL
Salaries & Benefits	\$632,327	\$651,297	\$1,283,623
Operating Expense	\$109,570	\$112,857	\$222,426
Subtotal	\$741,896	\$764,153	\$1,506,050
Indirect Percentage (%)	15%	15%	15%
Indirect Cost (Line 16 X Line 15)	\$111,284	\$114,623	\$225,907
Capital Expenditure			
Subtotal w/o Pass-Through	\$853,181	\$878,776	\$1,731,957
Direct Client Pass-Through	\$0	\$0	
Total Expenditures	\$853,181	\$878,776	\$1,731,957
DEC Revenues			
Local Funding (GF, PEEF, etc.)	\$853,181	\$878,776	\$1,731,957
CalWORKs Funding			
TOTAL DEC REVENUES	\$853,181	\$878,776	\$1,731,957
Other Revenues			
CDE R&R Contract	262,000	268,550	\$530,550
Total Revenues	\$1,115,181	\$1,147,326	\$2,262,507
Full Time Equivalent (FTE)	6.60	6.60	
Mark Tao	Telephone No.: 415-230-7504		
DEC-CO Review Signature: DEC #1			

Program Name: Early Care and Education (ECE) Integration Services - Resource and Referral Appendix B
 (Same as Line 9 on DEC #1)

POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by DEC (Max 100%)	Adjusted FTE	Original	Original	FY22-24
					For DHS Program		
					Y1	Y2	Y1-Y2 TOTAL
					FY22-23	FY23-24	
<i>Program Director</i>	122,408	1	24%	0.24	\$29,072	29,944	\$59,017
<i>R&R Manager</i>	94,254	1	54%	0.54	\$51,283	52,821	\$104,104
<i>R&R Specialist (6)</i>	65,650	6	433%	4.33	\$284,491	293,025	\$577,516
<i>R&R Coordinator</i>	73,206	1	54%	0.54	\$39,198	40,374	\$79,572
<i>R&R Specialist/data analyst</i>	82,013	1	95%	0.95	\$77,913	80,251	\$158,164
<i>Community Hub Coordinator</i>	64,200	1	0%	0.00			
TOTALS		11		6.60	\$481,956	496,415	\$978,372
FRINGE BENEFIT RATE	31.2%						
EMPLOYEE FRINGE BENEFITS					150,370	154,882	\$305,252
TOTAL SALARIES & BENEFITS					\$632,327	\$651,297	\$1,283,623
DEC #2							

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

Operating Expense Detail

Expenditure Category	Original	Original	Total
	Y1	Y2	Y1 - Y2
	FY22-23	FY23-24	FY22-24
Outreach Materials/ Engagement	\$2,000	\$2,060	\$4,059
Subscription & Membership Fees	\$5,077	\$5,229	\$10,307
Staff Training	\$3,177	\$3,272	\$6,449
Forums/ Workshops/ Conferences	\$1,029	\$1,060	\$2,089
Translations	\$2,211	\$2,277	\$4,488
Meeting Expenses	\$1,000	\$1,030	\$2,030
Provider Support Expenses	\$3,235	\$3,332	\$6,567
Travel	\$1,500	\$1,545	\$3,045
Computer Expenses	\$6,579	\$6,776	\$13,354
Licenses/ Permits/ Taxes	(\$0)	(\$0)	(\$0)
Finger Printing/ Transcript / Immunizations	\$241	\$248	\$490
Office Supplies	\$2,401	\$2,473	\$4,873
Postage & Delivery	\$231	\$238	\$469
Rent	\$53,369	\$54,970	\$108,339
Utilities	\$8,418	\$8,671	\$17,089
Janitorial Services & Supplies	\$10,000	\$10,300	\$20,301
Building Repair & Maintenance	\$3,000	\$3,090	\$6,091
Telephone/ Fax/ Internet/ Email	\$4,503	\$4,638	\$9,141
Equipment Repairs/Maintenance	\$200	\$206	\$405
Office Copier	\$1,400	\$1,442	\$2,842
TOTAL OPERATING EXPENSE	\$109,570	\$112,857	\$222,426
DEC #3			