



**MEMORANDUM**

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, HSA EXECUTIVE DIRECTOR

FROM: INGRID MEZQUITA, OECE EXECUTIVE DIRECTOR  
JOHN TSUTAKAWA, HSA DIRECTOR OF CONTRACTS *JH*

DATE: NOVEMBER 15, 2019

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

GRANT TERM:	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
	7/1/17- 6/30/20	7/1/20 – 6/30/22	7/1/17- 6/30/22		
TOTAL GRANT AMOUNT:	\$231,554,432	\$197,256,773	\$428,811,205	\$23,051,327	\$451,862,532

ANNUAL AMOUNT: See Table Below

Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
MODIFICATION FUNDING:	\$158,770,522	\$24,287,664	\$14,198,587	\$23,051,327	\$220,308,100
PERCENTAGE:	81%	12%	7%		100%

The Department of Human Services (DHS) and the Office of Early Care and Education (OECE) request authorization to modify the existing Early Care and Education Integrated Services grants with Children's Council of San Francisco and Wu Yee Children's Services for the period of July 1, 2019 to June 30, 2022 for an additional \$197,256,773 for a new grant amount of \$428,811,205 plus contingency for a new not-to-exceed amount of \$451,862,532. The purpose of the modification is to increase the grant amount in Year 3 for Wu Yee Children's Services and add Years 4 & 5 for Wu Yee Children's Services and Children's Council of San Francisco in order to continue providing Early Care and Education (ECE) Integrated Services.

Grantee	FY17/18	FY18/19	FY19/20		FY20/21	FY21/22	FY17-22		FY17-22	
	Y1 Actuals	Y2 Actuals	Y3 Budgeted	Modification/ Addition	Y3 New Amount	Y4 Mod/ New \$	Y5 Mod/ New \$	New Contract Total	Contingency	New NTE
Children's Council of San Francisco	\$53,371,706	\$58,277,873	\$82,577,660	\$0	\$82,577,660	\$83,453,171	\$78,738,404	\$356,418,814	\$19,633,631	\$376,052,445
Wu Yee Children's Services	\$11,152,628	\$12,730,529	\$13,444,036	\$2,019,649	\$15,463,685	\$16,158,284	\$16,887,265	\$72,392,391	\$3,417,697	\$75,810,088
<b>Modification Amount:</b>				\$2,019,649		\$99,611,455	\$95,625,669			\$197,256,773
<b>Total for ECE Integrated Services</b>	<b>\$64,524,334</b>	<b>\$71,008,402</b>	<b>\$96,021,696</b>	<b>\$2,019,649</b>	<b>\$98,041,345</b>	<b>\$99,611,455</b>	<b>\$95,625,669</b>	<b>\$428,811,205</b>	<b>\$23,051,327</b>	<b>\$451,862,532</b>

## Background

The San Francisco Citywide Plan for Early Care and Education envisions a seamless system of continuous access to high quality early education services 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 providing quality services. Empowering families with information to choose a high quality, early care and education option for their child is also central to the vision. The plan 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 drawn on 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' child care 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 child care, such as, but not limited to, parenting classes/support groups, food assistance, housing, employment, health, financial support or management, and other needs.

Grantees will also co-locate staff and services at the Child Care R&R kiosk located in the lobby at 170 Otis Street, and distributing diapers as part of the San Francisco Diaper Bank program to all eligible clients.

Please see Appendices A-1 for each grantee for full details on the scope of services.

**Modification**

The original Integrated Services budgets were developed as part of the complete citywide redesign of the ECE financing system in San Francisco, i.e., the Early Learning Scholarship (ELS). The original funding model was based on pre-implementation assumptions and projections that eventually needed refinement and modification over time. Rate increases, cost of doing business (CODB) adjustments, Board of Supervisors' (BOS) discretionary funding allocations, and additional staffing requirements all contributed to funding modifications unanticipated at the outset of the ELS program implementation.

This modification will do the following:

1. Extend the contract term for an additional two years (i.e., contract year 4 and 5) for Children's Council of San Francisco
2. Extend the contract term for an additional two years (i.e. contract year 4 and 5) for Wu Yee Children's Services
3. Increase funding in year 3 for Wu Yee Children's Services (\$2,019,649) to cover an additional \$3 million in Board of Supervisor's discretionary funding for early care and education vouchers
4. Increase funding of \$32.9 million in Educational Revenue Augmentation Funds (ERAF) to Children's Council of San Francisco to administer early education workforce retention stipends (CARES 2.0)

**Grantee Selection**

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

**Grantee Performance**

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

**Funding**

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

**Attachments**

Appendix A-1, Children's Council Scope of Services

Appendix B-1, Children's Council Budget

Appendix A-1, Wu Yee Scope of Services

Appendix B-1, Wu Yee Budget

**Appendix A-1 – Services to be Provided**  
**Children’s Council of San Francisco – Early Care and Education Integrated Services**  
**Child Care Program Subsidies**  
**July 1, 2017 to June 30, 2022**

**1) Purpose**

The purpose of this grant is to provide:

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

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

The overall program goals are to:

- Improve our system to seamlessly connect families to quality choices in a timely way;
- Broker assistance 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 in quality programs for children among target populations.

2) Definitions

0-5 Continuity	Target Population families who lose subsidy eligibility for state funding may continue in care until their child reaches kindergarten with annual eligibility redeterminations for state/federal funding
AP	Alternative Payment state contracted child care vouchers; AP Agencies are those public or private non-profit agencies contracting with California Department of Education to administer child care voucher programs
CAPP	California Alternative Payment Program
<b>CARES 2.0</b>	<b>Compensation and Retention Early Educator Stipend</b>
CDE	California Department of Education
CDSS	California Department of Social Services
Comprehensive Fiscal Analysis (CFA)	The Comprehensive Fiscal Analysis was conducted by a national team of experts, providing an inventory of federal, state, and local investments. It proposes, approaches, and models for restructuring San Francisco's local early care and education investments. The CFA proposals and analysis is fundamental to the ELS redesign for the city. <a href="http://sfoece.org/wp-content/uploads/2016/04/CFA-Report.pdf">http://sfoece.org/wp-content/uploads/2016/04/CFA-Report.pdf</a>
CPAC	Childcare Planning and Advisory Council
CBO	Community-based organizations, including Family Resource Centers
DHS	San Francisco Department of Human Services, a division of HSA
<b>Early Learning SF (ELSF)</b>	<b>Early Learning SF (ELSF) is a centralized eligibility and waiting list designed to assist families in connecting with quality early care and education options. Through real-time vacancy information and program and family profiles, the waitlist matches family needs/preferences with available subsidized ECE program options.</b>
<b>ECE</b>	<b>Early care and education</b>
ELS	San Francisco Early Learning Scholarships, which are local funds: 1) fully funded to the QRIS Tier 3 Cost; or 2) are an enhancement to a state or federally subsidized child, to reimburse at QRIS Tier 3.

	OECE may determine, over time, changes in costs or tiers for ELS reimbursement.
ELS-Bridge	Early Learning Scholarship (ELS) Bridge provides continuity of care for families who have lost eligibility in local and/or state subsidy programs. All low-income families receive continuity through the program year, while target population families may receive continuity until the child reaches kindergarten.
ELS-City (Voucher/Reserved)	Early Learning Scholarships for which the city is paying the full tuition to the Tier 3 cost of quality.
ELS-Gap	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 local QRIS Tier 3
ELS-PFA	San Francisco’s Preschool for All program offering universal free part-day preschool for four-year olds enrolled in PFA programs
Enhanced Case Management	A continuum of support for FCS families from the beginning of the child care navigation and enrollment process through referral to other child options in the case of FCS case closure or termination of Bridge Program funding. Enhanced case management also includes trauma-informed coaching for providers as appropriate to ensure a successful child care placement.
HSA	San Francisco Human Services Agency
Low-Income	Families under 85% of the State Median Income as determined by the California Department Education
OECE	Office of Early Care and Education
P500	Project 500 is a San Francisco mayoral initiative 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
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. <a href="#">CA-QRIS Rating Matrix</a>
QRIS State Quality Block Grant	CDE funded state stipends for quality in Title 5 contracted settings. Also the basis for a local program for non-state contractors participating in the quality system.

Reasonable Notice	In CalWORKs reasonable notice will be 2 weeks (due to overpayment considerations). Any state regulatory requirements shall supersede all local contract requirements. Additional notice shall be provided when information is available. In ELS, reasonable notice shall be 30 days. When Family & Children's subsidies are vouchered, reasonable notice shall be 30 days and will include notice to the child's Protective Services Worker in FCS.
Resource and Referral	Assisting parents in finding child care that best meets their family needs through the provision of robust, up-to-date information regarding licensed providers
San Francisco Citywide Plan for Early Care and Education	The San Francisco Board of Supervisor's approved Early Care and Education plan to align early education goals, frameworks, funding, and outcomes targeting children birth through age five
Trustline	TrustLine is a database of license-exempt providers that have cleared criminal background checks in California. It's the only authorized screening program of in-home caregivers in the state with access to fingerprint records at the California Department of Justice and the FBI.

### 3) Target Populations

The San Francisco child care system serves the needs of 0-5 year olds with a focus on low-income families. Target Population" families include: African American children, Latino children, English Language Learners, families who are homeless, children at-risk of abuse and/or neglect or involved with child welfare, and children with special needs or disabilities.

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

### 4) Communications and Messaging

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

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

- **Case Management:** Grantee will work across its internal departments to provide integrated case management services for target population families to help them achieve their goals. As



family circumstances change and deeper information is gathered over time, Grantee will record case notes to ensure they capture detailed longitudinal data on families.

- **Fiscal Leveraging:** Grantee will balance family choice and fiscal leveraging. On one hand, Grantee will counsel families on all applicable subsidized care options, emphasizing the importance of quality. Likewise, at certification and recertification meetings, Grantee will screen families for state/federal subsidies to attempt to use those funds to support families, whenever possible.
- **Continuity of Care** is a key component of the Office of Early Care & Education's design of programs and policies that support families' and children's consistent engagement in quality early learning experiences. If a family loses a state or federal subsidy, Grantee will work with OECE Grantee to enroll children in ELS-Bridge. Families will be served by the same Subsidy Specialist to ensure seamless services. Grantee will closely track the reasons families lose subsidy eligibility, with increased attention on those who fall out of eligibility at recertification.
- **Streamlining Services:** Grantee will continue to streamline all aspects of subsidy system administration and service delivery, with a focus on improving the experience for families and child care providers, taking full advantage of the latitude allowed by state programs. For example, Grantee will encourage greater utilization of its online "Care Portal," which allows providers and parents to easily access attendance sheets, explanations of payments and other required documents. For locally-funded programs, Grantee will work to simplify what and how parents must report, helping families maintain their subsidy and improving continuity of care. Grantee will also explore improvements in online provider reporting, automating child eligibility screening and enrollment, and attendance tracking that could then be linked to payment calculation, billing and reporting.
- **Back-Up Care, Rapid Response, and First Aid Training:** Grantee will promote and preregister eligible families with Emergency Back-Up/Mildly Ill child care services and connect families with Rapid Response child care, as needed. Grantee will partner with Family Support Services of the Bay Area (FSSBA) to outreach to and share their services with current and potential families at HSA locations, and will preregister eligible families at intake and recertification. Grantee will maintain close communication with FSSBA to identify potential families eligible for service through CalWORKs. Grantee will also provide support to families in Rapid Response by sending families curated lists of prescreened providers with openings that match their needs.
- **State/Federal Child Care Subsidy Administration, including CalWORKs Stage 1, CalWORKs Stage 2, CAPP, FCS, and P500; TrustLine background checks**  
Grantee will administer CalWORKs Stage 1, CalWORKs Stage 2, CAPP (CAPP-HSA), Family and Children's Services (FCS), and Project 500 (P500) 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.) Subsidized child care services will be administered with the following program-specific considerations.

**1. CalWORKs Stage 1**

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

**2. CalWORKs Stage 2**

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

**3. CAPP-HSA**

Grantee will utilize monthly subsidy enrollment and expenditure projections to determine the number of CAPP enrollments needed each month to fully utilize the dollars available under the HSA state CAPP contract. When CAPP-HSA slots are available, Grantee will select families from the 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 informing parents about ELS options, including which providers have openings. Grantee will certify and enroll the family into the CAPP program and help them find a provider if they do not already have one. Once enrolled, Grantee will provide ongoing services to help families maintain their eligibility, including periodic recertifications in accordance with state rules. As with CalWORKs Stage 2 families, Grantee will provide case management services over time and connect families to other community resources that can help on their path toward self-sufficiency.

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

If a CalWORKs Stage 2 or CAPP family loses their eligibility, the Grantee will certify that the reason for losing eligibility could not be resolved per state regulations, and will work with OECE to determine eligibility of any children under five for ELS-Bridge. If the family is determined to be eligible for ELS-Bridge, they will continue to be served by the same Subsidy Specialist to ensure seamless high-level services.

**5. Family and Children's Services**

Grantee's FCS child care navigator team will work to ensure families with an open San Francisco CPS case are successful in linking to local, state, and federally funded child care subsidies. Grantee will directly support FCS families in selecting and enrolling with quality ECE programs. Grantee will help families understand their subsidy options and types of ECE programs available, particularly ELS Qualified programs. Grantee 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 other local Head Start/Early Head Start waitlists in order that families may take advantage of openings with state or federally-funded programs. Once a child is placed in care, Grantee will follow-up with families and their ECE programs to ensure a successful enrollment and good fit for the child. In cases where the child is placed with a family member outside of San Francisco or outside of California, Grantee will continue to provide personalized assistance in coordinating the paperwork process and facilitating payments to child care providers in those locations.

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

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

(2) Child care navigator: Grantee will provide a child care navigator to eligible families. The navigator will assist with finding a child care provider, securing a subsidized child care placement if eligible, 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. Prior to FCS case closure or termination of Bridge Program funding, the Grantee's FCS child care navigators will connect eligible children with continued services through age five utilizing ELS-City, CalWORKs, CAPP, Head Start/Early Head Start or other Title 5 funding.

(3) Trauma-informed training and coaching: Grantee will ensure that child care programs participating in the Bridge Program will receive access to trauma-informed care training. Child care providers will also receive access to coaching to assist them in applying training curriculum and learn strategies for working with children in foster care.

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

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

**6. Project 500**

Grantee will offer early child care subsidy engagement services for all P500 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 Project 500 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. P500 Grantee will also collaborate with P500 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 local Early Learning Scholarship child care subsidy programs in partnership with the second Grantee also administering local child care subsidies. Grantee will closely coordinate services and seamlessly integrate data and reporting with the second Grantee.

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

Grantee will administer both ELS-City reserved slots and vouchers. For Reserved slots, Grantee will monitor enrollment and vacancy reporting to support its ELS providers in appropriately maximizing funding and maintaining full enrollment. For ELS-City vouchers, Grantee will use monthly projections to determine the amount of funding available and enroll families accordingly off San Francisco Waitlist following OECE priority enrollment policies. Grantee will fill all ELS-City voucher and reserved slots following OECE specific protocols, which are subject to change over time.

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 reach out to assist in using the system and encourage the family to move forward with site tour(s) and/or update their preferences for better matches. If family and program agree to enroll in an ELS-City voucher or reserved slot, Grantee will certify family. Through recertification meetings every two years and more frequent touchpoints depending on the needs of each family, the Specialist will develop a deep understanding of the family's circumstances, including goals for their children, guiding them on their journey through the early education system and enrollment in elementary school.

***Coordination with Homeless Child Care Case Management Grantee (HCCCMG)***

For homeless families waiting on Early Learning SF and/or receiving ELS-City subsidies, the Grantee will work with HCCCMG to determine funding availability and process provider payments. Grantee will maintain regular communication around trends in families' ability to secure child care and attend quarterly HCCCMG advisory meetings. Grantee will collaborate with the HCCCMG and the San Francisco Department of Homelessness and Supportive Housing (HSH) - Coordinated Entry System as needed to ensure efficient and effective child care subsidy enrollments. Grantee will work with the HCCCMG to redetermine homeless families' subsidy eligibility. If a family no longer meets the San Francisco definition of homeless while waiting on Early Learning SF or at the time of eligibility redetermination, Grantee will work with HCCCMG to transfer the child care case management responsibilities to Grantee who then assumes full responsibility for determining subsidy eligibility and need.

***2. ELS-Bridge***

Grantee will work directly with OECE staff to ensure families who lose eligibility for state subsidy programs can maintain continuity of care in quality-linked ELS programs that support their child's development. Grantee will work with Title 5 and other providers serving state subsidized families to understand and gather the details of the original child care authorization, including child and family information, subsidy program and termination date. Grantee will review information to ensure the family is not eligible for any other state or federal subsidy and will communicate that information with OECE who will determine and approve ELS-Bridge eligibility.

Grantee, for all ELS-Bridge approved families, will review the benefits and requirements of the program, and, when needed, assist families in finding care at quality ELS sites that meet their children's specific needs. Family and child data will be tracked through the subsidy data system (CC3) with ELS-Bridge payments issued monthly in conjunction with sites' other voucher payments.

Non-target population families will be eligible for the ELS-Bridge program through the end of the program year. Target population children in ELS-Bridge will be eligible for continuity of care through entry into kindergarten. Grantee will closely track all reasons that families lose subsidy eligibility, with increased attention on those who fall out of eligibility at recertification. ELS-Bridge approval may end if a family disenrolls from an ELS approved program, is determined to be eligible for a state- or federally-funded program or the child reaches kindergarten age.

For all families in ELS-City and ELS-Bridge, Grantee will screen for federal- or state-subsidy-eligibility, including CalWORKs, CAPP and other state voucher programs at recertification. If a family is eligible for CalWORKs Stage 1, Grantee will ask the family to request a child care authorization from their Employment Specialist and enroll them in CalWORKs child care. If they are eligible for CalWORKs Stage 2, Grantee will certify their need and eligibility per state regulations and enroll them in CalWORKs Stage 2. If they are eligible for CAPP or other state voucher program, Grantee will register them on San Francisco waitlist, indicating in their Family Application that they are eligible and waiting for a voucher. Enrollment in state voucher programs will provide continuity of care beyond age five for eligible children.

**3. ELS-Gap**

Grantee will calculate and administer ELS-Gap funding for all Title 5 contractors and state vouchers. ELS-Gap payments will be made directly to child care providers, calculated based on enrollment documented through the city's child enrollment data system (currently Cocoa) with verification of vouchers through the subsidy voucher database (CC3). Child enrollment data with specific funding types, hours, rates and attendance will be pulled from the system with the rates for each child compared to the applicable ELS Center or ELS Family Child Care (FCC) Tier 3 rate, as specified by OECE. The ELS-Gap payment will be adjusted for changes in the base rate paid by state or federal subsidies. To streamline support and reporting, the calculation and distribution of ELS-Gap payments will be calculated and issued monthly based on actual enrollment reported in the online enrollment and subsidy data systems.

**4. Preschool For All**

Grantee will adopt the existing model used by OECE to administer PFA. The Tuition Credit will be calculated based on predetermined PFA rates. The PFA rate formulas are based on the PFA classroom's lead teacher Child Development Permit Level and Tuition Credit rate formula. Payments will be calculated and distributed monthly based on actual enrollment reported in the online enrollment data system (currently Cocoa). As the PFA program evolves, Grantee will work with OECE to adjust the funding formula and determine the most efficient and least disruptive method for managing provider payments.

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

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

**• Other General Subsidy Administration Services**

*Grantee will provide the following:*

1. As instructed by OECE, Grantee will execute, amend, and terminate Early Learning Scholarship funding agreements.
2. 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.
3. 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 time limits shall be administered in accordance with State policy.
4. 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.
5. In the event of a 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.

6. Monitor child care subsidy eligibility, authorization, and utilization as prescribed by CDE policies and procedures in addition to any Alternative Payment Monitoring Unit (APMU) auditing standards and recommended best practices. Monitor compliance internally utilizing state procedures for compliance monitoring in order to maintain grant performance within state error rate level.

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

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

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

1. **Family Support: Grantee will work across its internal departments to provide integrated family support services to low-income families to help them achieve their goals. These services will meet families where they are to provide comprehensive, flexible and individualized support and connection in a way that affirms and builds on families’ strengths.**
  - **Specific services include advice finding and paying for child care, online child care search, trainings and workshops, subsidy navigation services, referrals to specialized community resources and connection to Children’s Council’s Parent and Caregiver Education programs.**
  - **Tailored family support services will follow families through their child care search process, emphasizing preparation and full-information to streamline child care search, need & eligibility determination and enrollment.**
  - **Target population families with children who have had adverse childhood experiences (ACEs) or who have special needs will receive enhanced support from specially trained Family Support Navigators.**
2. **Early Learning SF Family Support: Grantee will support families’ application to and use of Early Learning SF to secure subsidized 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 target population families assigned to the Grantee will have their ELSF application reviewed and be contacted for any additional information needed in accordance with ELSF Implementation Guidelines.**

- When a target population family is first matched through ELSF, the R&R will conduct one follow-up to check in on referral and enrollment process in accordance with the ELSF Implementation Guidelines.
  - Grantee will support data integrity by, for example, updating family applications, inactivating applications, and merging duplicates. All family applications assigned to Grantee will be updated at least quarterly. Grantee will also update individual family profiles outside of scheduled process as staff become aware of new information.
  - Grantee will work collaboratively with the other R&R agency and OECE to resolve R&R data compatibility or quality issues. The grantee agrees to identify a uniform, mutually agreed upon definition and citywide approach to collecting vacancy data for providers who receive ELS funding. With resources to fund the technology-related costs for this uniform approach, the grantee agrees to implement the mutually agreed upon approach with flexibility for each R&R to maintain their unique culture that is responsive to providers and families.
- 3. Community Outreach: Grantee will engage in coordinated outreach and communication to maximize its engagement of target population families.**
- Grantee will work with community-based organizations that work with the target population (e.g., neighborhood clinics and hospitals, family resource centers, recreation centers and parks, churches, Women Infant Children Clinics, San Francisco Public Library, etc.) so they have child care information on-hand and knowledgeable staff who know how to refer families to the Grantee for more information about child care, assistance in finding child care and support in connecting to child care subsidies.
  - Grantee will utilize a variety of outreach strategies such as text-messaging, email, social media and direct mail campaigns to specific neighborhoods to engage families. Additionally, Grantee will explore the cost-effectiveness of targeted print/digital/outdoor advertising to determine a return-on-investment.
- 4. Co-Location at Human Services Agency Sites:** Grantee will staff a help-desk at 170 Otis Street to maximize engagement with target population families, prepare them for the child care search experience, and support their ability to meet their basic needs.
- Grantee provide counseling and child care R&R services, pre-screen non-CalWORKs clients for alternative child care subsidies and distribute diapers as part of the San Francisco Diaper Bank program. If client is identified as part of the target population, Grantee's staff will provide the services and follow-up services
  - Grantee will share responsibility for co-location with other Early Care and Education Integrated Services Grantee (Wu Yee Children Services). Grantee will conduct 2-3 child care workshops to JobsNOW participants at 3120 Mission and 1800 Oakdale. Presentation will include specifics on the process to starting care, provider types and customized TA for clients.



5. **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 and eligibility for financial assistance, indicators of quality care. Grantee will also investigate feasibility and cost of developing a more robust subsidy calculator that includes information on the subsidies families are eligible for and the dollar amount of those subsidies.
6. **Feedback Loops: Grantee will seek feedback from families to inform continuous improvement of services.**
- At minimum, Grantee will survey families annually to solicit feedback on quality of services. As capacity and experience with feedback loops expands, Grantee will move toward more regular and high-quality feedback loops.
7. **Additional R&R Services: First Aid Training, Reporting**
- Grantee will provide CPR and First Aid training to child care providers, in their home language and/or provide translation as needed.
  - Grantee will create and deliver quarterly and ad hoc reports about the populations accessing services.
- 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:
- Maintain a team of qualified, expert staff in these data systems who 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.
1. **Data Systems.**
- *Cocoa or a future enrollment system(s):* Programs funded with ELS-Reserved, ELS-Gap on Title 5, and/or Preschool for All funding are required to report their full enrollment, attendance, DRDP assessments, and some additional information into the Cocoa system. Once the new Vertical Change system is launched, all ELS-qualified programs will be required to report this information in the new system. Help Desk capacity will be analyzed and adjusted based on needs of the expanded audience.
  - *California ECE Workforce Registry:* All ELS-qualified and PFA programs and their staff are required to report and track staff roles, qualifications and education information; all non-OECE funded, licensed ECE programs are encouraged to use the system and can access the state Help Desk services directly from the Registry office.
  - *Early Learning SF:* All ELS-qualified programs (including ELS-Reserved and Title 5) seeking to enroll children with ELS subsidies are required to use the system to identify

eligible children. CBOs are encouraged to support families with applying to the eligibility list.

**2. On-Demand Technical Assistance.** The Grantee will:

- Provide timely and responsive technical support via phone (including voicemail) and email. At minimum, support will be available Mondays – Fridays from 8:30 AM – 5:00 PM, one evening a week from 5:00 PM to 7:00 PM and will be broadly advertised to programs. Extended evening and/or weekend hours will be available to meet demonstrated need.
- Provide in-person support to users at various public venues, including OECE’s all-partner meetings, conferences and ECE program gatherings.

**3. Proactive User Support.** The Grantee will utilize data, staff experience and user feedback to understand trends among users, which will inform ongoing refinement of proactive one-on-one and group user support. Specifically, the Grantee will:

- *Cocoa or a future enrollment system(s).* Based on data trend analysis, the contractor will identify areas where programs need additional support. The Grantee will provide one-on-one and group coaching to ensure identified ELS-Qualified programs meet reporting requirements. In addition, the Grantee will communicate process and systems recommendations to OECE, and support adoption of refinements, as needed and appropriate.
- *California ECE Workforce Registry.* The Grantee will provide phone and email support OECE-funded and non-OECE funded ECE programs and their staff in creating and updating profiles, utilizing reports and taking advantage of additional features as they become available, underscoring the importance of accurate and up-to-date information.
- *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:
  - Monitor ECE programs’ use of Early Learning SF.
  - “Nudge” ECE programs, as needed, via their preferred method of communication, at each point of their interaction with the system.
  - Identify areas where ECE programs and CBOs need additional support.
  - Communicate process- and systems-recommendations to OECE, and support adoption of refinements, as needed and appropriate.

**4. Group and Individual Trainings.** The Grantee will plan, advertise and conduct group and individual training sessions at Children’s Council and/or other designated, accessible locations. Regularly occurring group trainings will be scheduled at least three months in advance and the contractor will keep an updated schedule of trainings available on its website, in addition to sharing it with OECE to post on their website. Trainings will include:

- Database overview trainings
- On-demand trainings responding to individual user needs
- Proactive trainings responding to trends in ECE programs’ needs/OECE’s direction

**5. Coordination, Research and Communications.** The Grantee will:

- Participate in coordination efforts with OECE and its partners (including the vendors for OECE's data systems, upon invitation from OECE) to ensure streamlined and effective delivery of technical assistance and training.
- Research ECE programs' questions or challenges, flag emerging issues with the data systems for OECE, and develop materials as needed for trainings.
- Create and maintain up-to-date tip sheets and other online materials, such as training videos and resources, on both its website and for OECE to post on its website, as needed or directed by OECE. All user support materials will be available in English, Spanish and Chinese.
- Contribute a quarterly article to be included in OECE's newsletter to ECE programs, once launched.
- Staff will include the OECE logo on all related communications (tip sheets, email signatures, website pages, etc.) and will announce at all trainings and/or meetings that Help Desk services are funded by OECE. For any communications related to the new wait list, the contractor will adhere to branding guidelines that OECE provides. Build and maintain relationships with:
  - CBOs to promote awareness of Early Learning SF and encourage them to support families with applying.
  - City-funded ECE programs to increase awareness of Early Learning SF as a mechanism to fill vacancies.

**6. Data Integrity.** The Grantee will:

- **Generate monthly reports for children enrolled in Cocoa 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 ELS-Reserved, ELS Voucher, ELS Moderate and ELS Gap on Title 5 vacancies.**

**7. Support Tracking and Reporting.** The Grantee will track all technical assistance offered and regularly share analysis and trends with OECE and share reports monthly with OECE. The contractor will track data on: names of staff and affiliated organization served, language, data system, brief description of issue, and date of assistance requested, date and location of assistance delivered, a description of any follow-up if needed, and a description of any issues related to software or other issues beyond the scope of the Help Desk support.

**8. Continuous Improvement.** The Grantee will:

- Seek to continuously improve the efficacy, efficiency and user experience of the Help Desk services and will participate in quarterly meetings with OECE staff to share observations and reflections on the quality, timeliness and effectiveness of the Help Desk services, and ideas about how to improve early care and education programs' understanding of the data systems, enhance data integrity, and improve the data systems and related processes.

- Participate in a variety of efforts aimed to better support OECE-funded programs, as needed and directed by OECE, such as focus groups with users of the data systems, advisory committees, and other user input efforts.

**9. Role of OECE. OECE will:**

- **Manage the relationship with the vendors for each data system, ensure there is a User Guide for each system, and will keep Help Desk staff informed of upcoming development and/or changes to the data systems.**
- **Schedule and participate in regular check-in calls with Help Desk staff to ensure ongoing communication between both parties, to trouble-shoot any issues and inform development needs.**

**9) Location and Accessibility of Services:**

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

**10) Service and Outcome Objectives**

**1. Service Objectives – Early Care and Education Subsidy Administration**

- a. **Provide case management services to families, calculated as a monthly average served by end of fiscal year. Numbers may be adjusted over the grant period.**
  1. **CalWORKs Stage 1: 780 children**
  2. **CalWORKs Stage 2: 680 children**
  3. **California Alternative Payment Program: 50 children**
  4. **Early Learning Scholarship (ELS): 775 children**
  5. **Family and Children’s Services/Foster Care Bridge: 170 children**
- b. **Fiscal leveraging: Screen all case-managed families for state subsidy eligibility and funding availability prior to enrollment in any ELS program.**
- c. **Backup/Mildly Ill Care: Preregister a minimum of 350 families annually with Family Support Services (FSS) to access back-up care. This number may need to be adjusted over the grant period.**
- d. **Subsidy Administration Reporting: Provide accurate monthly projections and revenue reports based on the program budget allocations.**
- e. **Survey families receiving ELS subsidies on satisfaction with child care placement and quarterly report to OECE Grantee**

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

- a. A minimum of 85% of surveyed families will indicate Grantee met their Subsidy Service needs.
- b. A minimum of 90% of surveyed child care providers will indicate satisfaction with payment and overall customer support.
- c. Ensure 90% of ELS-funded children who become state AP-eligible are utilizing the AP state-funding.
- d. Deploy 97% of available ELS funding (excluding FCS).

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

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

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

- a. A minimum of 80% of surveyed families will indicate satisfaction with R&R services.
- b. A minimum of 80% of surveyed families will indicate satisfaction with Children's Council's online information.
- c. A minimum of 90% of surveyed providers attending CPR and First Aid training will indicate satisfaction with the training.

**5. Service Objectives – Help Desk**

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

	Cocoa	Registry	Early Learning SF	Early Learning SF: CBOs
# of Trainings, Annually	4	2	4	2

In addition to the annual trainings listed above, in the initial months after the soft launch of the new Vertical Change data system, Help Desk will work with OECE to deliver a minimum of:

- 4 trainings to coincide with the soft launch date, with an additional 5 scheduled in the first month; all trainings will meet language and schedule needs.

- **24 trainings in the quarter preceding the hard launch, with 8 per month thereafter through the hard launch period.**
- **These numbers will be increased or decreased depending on ECE programs' needs.**

- Deliver a minimum of **200** hours of training individualized to the requestors' needs (as opposed to standardized training listed in objective A) either at the requesting program's location or another accessible location to individuals or groups. Target may be adjusted with OECE's approval.
- Communicate, as needed, with up to 400 ELS and PFA programs to ensure they report timely and accurate vacancy information, take timely action on families in their screening queue and update families' status as enrolled or declined.
- Contractor will support all programs to update their Registry information annually, contacting every ELS and PFA program that has not updated their information in the prior year or who has missing or inconsistent program or staff information. Contractor will proactively reach out to non-ELS/PFA programs in San Francisco to promote the Registry.
- Participate in coordination efforts with OECE and its partners to ensure streamlined and effective delivery of technical assistance and training.
- Create and maintain up-to-date tip sheets and other online materials, as needed or directed by OECE. A minimum of four resources will be developed or significantly improved annually.
- Produce monthly reports of technical assistance services requested and delivered, per the description above.
- Contact OECE-funded programs using Early Learning SF when a match has been made but it is not clear if the program has been in communication with the family. The Grantee will conduct 5-, 14-, and 28-day follow ups, as needed, to such programs. *(Note: the timing of this measure may be adjusted based on better data to inform appropriate follow up windows.)*

**6. Outcome Objectives – Help Desk**

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

**10) Monitoring Activities**

- Program Monitoring:** Program monitoring will include review of case files, Grantee development and training activities, program policies and procedures, accessibility and cultural competence of program materials, 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, sub grants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

## 11) Reporting Requirements

Any change in state reporting requirements shall supersede the following grant requirements.

### 1. Report Schedule

Monthly reports shall be sent no later than the 25th day following the end of the respective reporting period. An annual final report for final adjustments shall be submitted by July 31 for the fiscal year ending June 30. Quarterly and annual reports shall be sent no later than the last day of the month following the end of the respective reporting period.

### 2. Monthly 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 monthly summary report on subsidy child care projections and enrollments that illustrates the achievement of the subsidy Service Objectives identified above.
- Grantee shall be responsible for all state and federal reporting requirements including, but not limited to: unduplicated child counts, type of care received, cases where no care was available, federal and non-federal child care cases and state contract renewal application processes. Coding for fiscal claiming will be maintained and modified as state policy changes require.
- Grantee shall be responsible to submit data and outcomes using the Emergency Child Care Bridge Program for Foster Children report (CCB 18).
- Grantee shall comply with all state reporting requirements and changes in reporting per state deadlines.
- **Grantee shall submit for OECE's/HSA's review and approval, prior to submission to the state, all state contract audit reporting related to Stage 1, CalWORKs 2, HSA-CAPP, CRET, and CLPC. Additionally, Grantee shall provide OECE/HSA a copy of such final annual audit report.**
- **OECE and/or HSA shall provide Grantee with copies of all updated and signed state contract letters, claims, and other financial information as well as All County Letters,**

Contract Letters, Applications for Refunding, and other communications from the California Department of Social Services and the California Department of Education.

### 3. Quarterly Reports

- Grantee will submit a third quarter report to summarize the achievement of the service and outcome objectives for Subsidy Programs for the first three quarters of the grant term. This report shall also include summary demographic information - gender and ethnicity of the unduplicated clients served over the three quarter period. This report is due by April 30 of each year.
- Develop voucher quality penetration reports, detailing the number of vouchers enrolled during the quarter in San Francisco licensed providers participating in the QIS system with an ECERS score of 3.0 (or related QIS score) as developed throughout the grant period.

### 4. Annual Reports

- Grantee will provide a copy of the CD800 annual child care aggregate report.
- Grantee will provide annual performance report regarding progress on service objectives for subsidy programs.
- Grantee shall provide an annual report on the demographics of the child care providers by zip code.

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

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

### 7. Audit Response

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

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

- Executive Director ([Ingrid.Mezquita@sfgov.org](mailto:Ingrid.Mezquita@sfgov.org))
- Deputy Director ([Denise.Corvino@sfgov.org](mailto:Denise.Corvino@sfgov.org))
- Fiscal Strategies Manager, ([Anthony.Tyson@sfgov.org](mailto:Anthony.Tyson@sfgov.org))
- Senior Fiscal Strategies Analyst, ([Jason.Holthe@sfgov.org](mailto:Jason.Holthe@sfgov.org))



- Senior Fiscal Strategies Analyst, (Armando.Zapote@sfgov.org)
- Fiscal Strategies Analyst, (Susanna.Cheng@sfgov.org)
- Senior Contracts Manager, (Elizabeth.Leone@sfgov.org)

9. 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.

**Appendix A-1: Scope of Services to be Provided  
Wu Yee Children's Services  
Early Care and Education (ECE) Integrated Services  
July 1, 2017 to June 30, 2022**

**I. Purpose of Grant**

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

The ECE Integrated Services Grantee will manage:

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

The overall program goals are to:

- Improve our system to seamlessly connect families to quality choices in a timely way;
- Broker assistance 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 in quality programs for children among target populations.

**II. Definitions**

0-5 Continuity	Target Population families who lose subsidy eligibility for state funding may continue in care until their child reaches kindergarten with annual eligibility redeterminations for state/federal funding
AP	Alternative Payment state contracted child care vouchers; AP Agencies are those public or private non-profit agencies contracting with California Department of Education to administer child care voucher programs
CalWORKs	California Work Opportunity and Responsibility to Kids, welfare-to-work program for families receiving Temporary Aid to Needy Families (TANF) cash aid.
CAPP	California Alternative Payment Program
CDE	California Department of Education
CDSS	California Department of Social Services
Comprehensive Fiscal Analysis (CFA)	The Comprehensive Fiscal Analysis was conducted by a national team of experts, providing an inventory of federal, state, and local investments. It proposes, approaches, and models for restructuring San Francisco's local early care and education investments. The CFA proposals and analysis is fundamental to the ELS redesign for the city. <a href="http://sfoece.org/wp-content/uploads/2016/04/CFA-Report.pdf">http://sfoece.org/wp-content/uploads/2016/04/CFA-Report.pdf</a>
CPAC	Childcare Planning and Advisory Council
DHS	San Francisco Department of Human Services, a division of HSA
ELS	San Francisco Early Learning Scholarships, which are local funds: 1) fully funded to the QRIS Tier 3 Cost; or 2) are an enhancement to a state or federally subsidized child, to reimburse at QRIS Tier 3. OECE may determine, over time, changes in costs or tiers for ELS reimbursement.
<b>Early Learning SF (ELSF)</b>	<b>Early Learning SF (ELSF) is a centralized eligibility and waiting list designed to assist families in connecting with quality early care and education options. Through real-time vacancy information and program and family profiles, the waitlist</b>

	<b>matches family needs/preferences with available subsidized ECE program options.</b>
ELS-Bridge	Early Learning Scholarship (ELS) Bridge provides continuity of care for families who have lost eligibility in local and/or state subsidy programs. All low-income families receive continuity through the program year, while target population families may receive continuity until the child reaches kindergarten.
ELS-City (Voucher/Reserved)	Early Learning Scholarships for which the city is paying the full tuition to the Tier 3 cost of quality.
ELS-Gap	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 local QRIS Tier 3
ELS-PFA	San Francisco's Preschool for All program offering universal free part-day preschool for four-year olds enrolled in PFA programs
HSA	San Francisco Human Services Agency
Low-Income	Families under 85% of the State Median Income as determined by the California Department Education
OECE	Office of Early Care and Education
P500	Project 500 is a San Francisco mayoral initiative 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
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. <a href="#">CA-QRIS Rating Matrix</a>
QRIS State Quality Block Grant	CDE funded state stipends for quality in Title 5 contracted settings. Also the basis for a local program for non-state contractors participating in the quality system.

Reasonable Notice	Any state regulatory requirements (e.g., 14 calendar day Notice of Action for CalWORKs families) shall supersede all local contract requirements. Additional notice shall be provided when information is available. In City Child Care reasonable notice shall be 30 days. When Family & Children's subsidies are vouchered, reasonable notice shall be 30 days and will include notice to the child's Protective Services Worker in FCS.
Resource and Referral	Assisting parents in finding child care that best meets their family needs through the provision of robust, up-to-date information regarding licensed providers
San Francisco Citywide Plan for Early Care and Education	The San Francisco Board of Supervisor's approved Early Care and Education plan to align early education goals, frameworks, funding, and outcomes targeting children birth through age five

### III. Target Population

The San Francisco child care system serves the needs of 0-5 year olds with a focus on low-income families. Target Population families include: low-income African American children, low-income Latino children, low-income English Language Learners, families who are homeless, children at-risk of abuse and/or neglect or involved with child welfare, and children with special needs or disabilities.

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

### IV. Communications and Messaging

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

### V. Description of Services

Grantee will provide the following Early Care and Education Subsidy Administration services:

- **Case Management:** Grantee will work across its internal departments to provide integrated case management services for target population and other subsidy eligible families to help them achieve their goals.
- **Fiscal Leveraging:** Grantee will balance family choice and fiscal leveraging. Grantee will counsel families on all applicable subsidized care options, emphasizing the importance of quality and at certification/recertification meetings, Grantee will screen families for state/federal subsidies to maximize the use of those funds to support families, whenever possible.
- **Continuity of Care** is a key component of the Office of Early Care & Education's design of programs and policies that support families' and children's consistent engagement in quality early learning experiences. If a family loses a state or federal subsidy, Grantee will work with OECE and its other Integrated Services Grantee to ensure the child is considered for an ELS-Bridge subsidy. Families will be served by the same Subsidy Specialist to ensure seamless services. Grantee will assist in tracking the reasons families lose subsidy eligibility, with increased attention on those who fall out of eligibility at recertification.
- **Streamlining Services:** Grantee will continue to streamline all aspects of subsidy system administration and service delivery, with a focus on improving the experience for families and child care providers.

**Need and eligibility**

The process of determining need and eligibility in the ELS program will be mainly carried out by the Integrated Services Agencies' Family Specialists and/or Homeless Case Management Contractor (currently Compass Family Services). The Wu Yee Family Specialist position will share professional characteristics and core training with the Specialists in the Wu Yee R&R program in order to ensure a seamless approach across the elements. The Family Specialists will work directly with families to evaluate their eligibility for services. This process begins with an intake interview and needs assessment, using the same Initial Family Engagement approach included in R&R, Head Start and the FRC. The Initial Family Engagement tool will be adopted and added on to for the needs of ELS eligibility determination and administration, with an eye to maintaining the principles of the Head Start Parent, Family and Community Engagement Framework in the family approach.

The intake interview and assessment will focus on determining if families are eligible for ELS and are in the current target population. The intake process, whether enrolling new families or during re-certification, will also be used as a point to ensure leveraging of federal and state funding sources. To ensure the maximization of state and federal funds, Family Specialists will determine family eligibility using CalWIN Light and other data systems to support the family in applying for such programs. These federal or state programs will include CalWORKS, Head Start/Early Head Start and Title 5. Specialists will continue to support families through the application process, ensuring continuity of care.

In addition, family eligibility will be re-determined by the Specialists according to OECE's programmatic standards. Through work with the CalWORKs subsidy administrator (currently Children's Council of San Francisco) which uses the CC3 database, Wu Yee will work collaboratively to on an appropriate database interface for the transfer families across programs, addressing need and eligibility.

The Family Specialist will counsel and assist families in locating child care services, provide appropriate and timely support services to families and offer education on community resources. As part of this counseling and support to the target population families, the Specialist will ensure that families are supported in selecting a qualified provider, whether center-based or family child care, per the OECE provider qualification process. The Specialists will be focused on working with and enrolling families from the new San Francisco waitlist.

**Engage with families and providers**

The Family Specialists work individually with families to assist them in making child care arrangements, including supporting them when needed to remain in continuous care from birth to five years of age. In order to ensure quality child care counseling services provided to families, Family Specialists will continue to participate in extensive cross-training to enhance their knowledge of the Family Child Care Quality Network and the quality frame driving the ELS. Specialists will educate parents with consumer information regarding the criteria required of providers to become part of such programs. Family Specialists maintain a caseload of families who are accessing ELS, therefore families have a consistent, reliable relationship to support their child care needs. Additionally, through this relationship, Family Specialists will engage in other support activities to encourage parent-child relationship and engagement with early care and education programming. An example of such activities will be through regular emails sent to families (weekly or semi-monthly) with opportunities available in their community such as playgroups, workshops, parent or community events and articles on child development. These opportunities will support parent education and knowledge of child development, as well as increase parent knowledge and utilization of resources in their community. To ensure ongoing and open communication as part of family engagement and continual program improvement, Wu Yee will create informal and formal opportunities for feedback including a survey form for families to complete, possibly semiannually. This tool will support tracking of the family status, variables such as improvement of family life quality and family activities involving ECE; resources families need in other systems (housing, food, workforce and educational resources) and parental feedback on the program.

The ELS Specialists will use a parallel approach to engaging with providers, in order to facilitate a relationship-based approach that has long term benefits to the providers and the ELS system. Wu Yee will work with OECE to maintain accurate information on providers who are authorized as qualified ELS providers, as a result of the NOFA selection process. Provider engagement will also involve building the capacity of providers to use the Cocoa system and why utilizing the database is beneficial. In

particular, with the ELS program new to all involved, training and support for providers should include supporting them in understanding the policies and procedures associated with this local subsidy approach. Provider requirements will be supported by utilizing the database, freeing up providers to focus more on quality of services. For instance, providers will be able to implement electronic sign in/out methods through Cocoa, which supports adhering to enrollment tracking and payment verification. Provider training will involve necessary supports for integrating these electronic functions in to their program operations. In order to support the administration of ELS funding to families who are homeless and with children with special needs, Wu Yee will need to apply community collaboration skills to partnering with the organizations that carry the contracts to deliver case management and the care to this population. These families receive wrap around supports tailored to their individual situation and their primary relationship is with the staff at these contractors, including Compass and Support for Families. Wu Yee's established partnership with these agencies to fully support families will be used to enhance ELS. For efficiencies in the administration of funding to support their child care, Wu Yee will partner with these providers in the same manner as all providers. Important information about services, enrollment and tracking, as well as the funding needs will come from partners with the homeless case management partners.

In partnership with OECE, Wu Yee will ensure that all providers and families who are receiving local subsidies are aware they are supported by City funds, from OECE, administered by Wu Yee. The branding of materials with the OECE logo is an important step in supporting this understanding. Wu Yee plans to include the OECE logo on checks, receipts, envelopes, family notifications and child care certificates. Wu Yee will create and disseminate information sheets offering detail on the ELS program, with input and final approval by OECE. The language used on these information sheets will be implemented across all family and provider information vehicles, such as websites, apps, training materials and organizational brochures and forms.

#### **Enrollments and payments**

Specialists, in partnership with ELS supervisor and manager, are responsible for ensuring data on enrollments is complete and used in tracking and projecting of ELS utilization. Accurate enrollment information is important to the processing of provider payments as well as understanding the utilization needs of the ELS funding stream. Wu Yee will apply current enrollment tracking and projection methods to the full administration of ELS funding; these methods, including understanding family needs, communicating frequently with families and providers regarding needs, openings and eligibility, have resulted in consistently high utilization rates. Projections build on processing enrollment information and comparing it with monthly attendance data. Providers will be paid based on enrollments but attendance information is important to understanding the actual utilization of program slots and how this compares to enrollment projections. Family Specialists will continue to work with families and providers to ensure enrollment is utilizing at least 97% of ELS voucher funding.

All ELS staff at Wu Yee will be involved in providing customer service to providers related to eligibility and payments. Regarding payments, staff will be responsible for the



calculation of payments, transparency in the calculation process and ELS policies, and administration of the funding through checks to providers.

In February 2016, Wu Yee launched the Care Portal, an online repository available through the subsidy database, automating access to and the return of completed attendance sheets, payment calculation, as well as explanations of payments, articulating the source of monthly funding that is proprietary to the agency. In Wu Yee's current subsidy administration, the tracking and check cutting system has been built to delineate each type and source of funding, both within the actual database and on the provider's payment check.

#### **Other Services**

- a. As instructed by OECE, Grantee will execute, amend, and terminate Early Learning Scholarship funding agreements.
- b. Ensure there are signed confidentiality agreements for all of its staff and members of collaborating agencies' staff that have access to sensitive and protected information of families.
- c. In the event of a 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.
- d. Monitor child care subsidy eligibility, authorization, and utilization as prescribed by CDE policies and procedures. Monitor compliance internally utilizing state procedures for compliance monitoring in order to maintain grant performance within state error rate level.

#### **Child Care Resource and Referral**

Wu Yee is a California Department of Education funded Resource and Referral program in San Francisco. With funding from the Office of Early Care and Education (OECE) Wu Yee will develop in partnership with OECE and the other citywide Child Care Resource and Referral Agency, Children's Council of San Francisco, coordinated strategies to deliver R&R services through an integrated citywide system that is responsive to providers and families pertaining to the integrated services grant. OECE recognizes Wu Yee's unique organizational culture, agency vision and strategic plan when delivering on this partnership. Wu Yee's R&R service delivery will include consumer education, quality and training, family and provider advocacy, and improved access to child care. By implementing the agency wide family engagement approach, comprehensive family assessment can take place. Therefore, a family that initially reaches out to inquire about child care is walked through a series of sensitive and culturally appropriate questions to identify what other supports they can benefit from, and for what other assistance programs they qualify. Providers also turn to Wu Yee when needing support around child care specific issues, support in addressing needs and gaps, and problem-solving in a team approach to ensure children are receiving the best care possible.

The level of comprehensive services and follow-up families receive is based on the complexity of needs that are initially identified in the family assessment process. Children in the target populations are provided with even more comprehensive counseling and enhanced referral services, and are followed for a specific time period in order to ensure that the coordinated resources and services they are provided with are meeting all identified needs.

Family engagement occurs through various channels, including direct outreach, marketing strategies, and community-wide events. Effective outreach consists of broader community events that are accessible to both participants and community members. Various sites across the city will be used as locations for events intentionally geared toward the target population, including health and family resource fairs for specific target populations. Wu Yee currently offers office hours at agencies serving high need families. This model of community centered hubs will continue to enhance targeted outreach into high need zip codes.

#### **Intake and referral**

All families accessing support from Wu Yee complete an initial needs assessment intake that staff use to identify appropriate programs and services to link families with all available resources, including child care, housing, employment assistance, and public benefits. Intake staff engage in a relationship-based discussion with families. This discussion identifies goals, strengths, and needs; all this information is then used to move a family to where their long-term service relationship will be. This discussion also allows staff to determine if families are eligible for multiple early learning programs such as EHS/HS, home visiting, or state funded programs. This system also allows for an expedited process, where families receive the most appropriate resources in the most efficient manner.

Wu Yee will use a relationship-based approach when working with providers who are also in need of information and support. Provider inquiries are tracked just as families are to ensure efficacy and appropriateness of support and information provided. Wu Yee also recognizes capacity building among front-line professionals outside of its own organization is imperative to improve the quality of intake and referral in the community. Therefore, partnering with the other R& R to deliver co-location services housed at the County HSA building will be implemented to best support families in receiving appropriate services, by increasing the capacity of County employees to best process clients through training opportunities and technical assistance. In addition, through the community hub model, Wu Yee will have R&R services physically available in different locations throughout the city supporting the level of quality that families receive when it comes to intake and referral. Wu Yee will strive to build the capacity of numerous community professionals to function like its own R&R staff through professional training and capacity building opportunities for providers and service partners, including EHS/HS staff, Title 5 providers, and possibly WIC staff.

**Early Learning SF (ELSF) Grantee will support families' application to and use of Early Learning SF to secure subsidized 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 target population families assigned to the Grantee will have their ELSF application reviewed and be contacted for any additional information needed in accordance with ELSF Implementation Guidelines.**
- **When a target population family is first matched through ELSF, the R&R will conduct one follow-up to check in on referral and enrollment process in accordance with the ELSF Implementation Guidelines.**
- **Grantee will support data integrity by, for example, updating family applications, inactivating applications, and merging duplicates. All family applications assigned to Grantee will be updated at least quarterly. Grantee will also update individual family profiles outside of scheduled process as staff become aware of new information.**
- **Grantee will work collaboratively with the other R&R agency and OECE to resolve R&R data compatibility or quality issues. The grantee agrees to identify a uniform, mutually agreed upon definition and citywide approach to collecting vacancy data for providers who receive ELS funding. With resources to fund the technology-related costs for this uniform approach, the grantee agrees to implement the mutually agreed upon approach with flexibility for each R&R to maintain their unique culture that is responsive to providers and families.**
- **Until R&R data sharing between the two R&Rs is achieved, Grantee will run a weekly vacancy report in ELSF that identifies vacancies reported and enter that information as appropriate into NDS R&R database.**

### **Consumer Education**

One of the main components of R&R is strong consumer education. Wu Yee will move towards a consumer engagement model which aligns with federal goals in providing families required information on child care services, health and safety, assistance programs, developmental screenings, and quality ratings for providers. This is achieved through a two-way, mutually-respectful process that consists of outreach and awareness, consumer education, co-learning, and sharing of information.

The first step in consumer engagement is to partner with families in learning about child care options and quality factors. Wu Yee staff initiates this process by identifying existing resource and support systems, providing consultation on local early care and education programs, informing parents of subsidized care, assisting families with creating family profiles on the new San Francisco subsidy waitlist, and providing other resources and financial supports. Once referrals for child care are generated, staff will include the names of caregivers and contact information, and quality indicators for

accreditation, group size, staff to child ratio, health and safety, and family involvement. Wu Yee will work with OECE and Children's Council of San Francisco to identify a uniform, mutually agreed upon definition and citywide approach to collecting "real-time" vacancy data. OECE will resource the technology-related costs for this standard uniform approach while allowing both R&R's to maintain their identity as individual service organizations and as state contractors. The focus of the effort will be on a shared R&R system across the two R&R organizations, with agreed upon provider data and data fields shared into a cloud based system for all licensed providers in San Francisco. Wu Yee will obtain consent from providers to share their data with the other R&R and with OECE. Each agency retains all privacy rights related to data and data fields unique to their agency outside the Integrated Services scope of work. Wu Yee clearly states to families that these are only referrals, and not recommendations. Families have access to information regarding procedures for licensing/ monitoring childcare providers and background checks. Wu Yee also makes provider-specific information, including the results of monitoring reports, available to families both in print and electronically.

Wu Yee recognizes that different modalities need to be in place for families to access accurate and up-to-date child care information. Families can access resource and referral information either in-person, on line, or by phone. Wu Yee also houses a database, where providers can provide contact information on their center, current rates, current vacancies, and other pertinent information. An additional aspect of consumer engagement also includes supporting parents in determining eligibility for child care payment assistance, scholarships, and subsidies.

Materials and services used for consumer engagement must be culturally and linguistically appropriate. Materials will be translated into Chinese and Spanish. In addition, Resource and Referral Specialists communicate and engage with parents in their first language, and workshops are also conducted in parents' home language to ensure true understanding of the information shared.

#### **Provider training**

Outside of the Integrated Services grant and scope of work, Wu Yee also offers various quality improvement programs to support child care providers, and help those who seek to become providers, in addition to supporting programs to reach Tier 3 in their quality rating. Wu Yee implements the Child Care Provider Training program which offers professional and business development support for family child care providers in San Francisco. This program provides training, technical assistance, one-on-one coaching, consultation, and financial support. These resources are offered across the spectrum of provider needs, including those participants who are seeking to start a new program, providers that are looking to expand current programs, and for programs that seek ongoing quality improvement. Support offered also includes assisting participants in applying for initial licensure to operate a family child care business, and supporting current providers operating a licensed facility with retaining or expanding their businesses and applying for subsidy.

The community hub approach that will be implemented as part of Wu Yee's integrated services allows for a coordination of services in terms of training and technical assistance. Based on the federal goals outlined, providers should have access to trainings that prepare child care staff to work with different age groups, English learners, and children with disabilities. In addition, child care providers will have access to technical assistance to best support quality improvements. This includes a professional development plan, created in partnership with provider support staff. To the extent possible professional development is customized based on multiple sources of evaluative data and conducted in small group cohorts with initialized follow up from content coaches and consultants for fidelity of practice.

#### **Collaboration**

- **Coordinate with the other local R&R to deliver counseling and child care R&R services, pre-screen non-CalWORKs clients for alternative child care subsidies and distribute diapers as part of the San Francisco Diaper Bank program at the child care kiosk located at the HSA office at 170 Otis.**
- **Grantee will create and deliver quarterly and ad hoc reports about the populations accessing services.**

#### **VI. Location and Time of Services**

Grantee shall operate at 827 Broadway Street, San Francisco, California 94133, and other hub locations to be determined with OECE.

#### **VII. Service Objectives**

**On an annual basis, Contractor will meet the following service objectives:**

##### **Subsidy Administration Early Learning Scholarships SERVICE OBJECTIVES:**

- 1. ELS City (Voucher and Reserved): Provide case management services to the families of a monthly average of 560 children served in fiscal year 18-19 and a monthly average of 640 children served in fiscal year 19-20. (Average July thru June). *This number may need to be adjusted over the grant period.***
- 2. Fiscal leveraging: Screen 100% of all families for State subsidy eligibility prior to enrollment in any ELS-City subsidy and at a minimum annually thereafter.**
- 3. Subsidy Administration Reporting: Provide accurate monthly projections and revenue reports based on the program budget allocations.**

##### **Resource and Referral SERVICE OBJECTIVES:**

- 1. Provide comprehensive counseling and referral services to 1,500 low income families in multiple languages in person, over the phone, and via email, during operating hours of at least 9am-5pm during the week.**
- 2. Outreach to a minimum of 2,000 target population families annually.**
- 3. Provide a minimum of 7 CPR/First Aid Trainings targeting licensed providers qualified through the ELS NOFAs. Coordinate with the other local R&R in terms of scheduling and languages offered. Enter all**

trainings for programs (regardless of funding source) and their attendees' participation into the California ECE Workforce Registry per the protocol supplied by OECE.

#### **VIII. Outcome Objectives**

On an annual basis, Contractor will meet the following service objectives:

##### **Subsidy Administration Early Learning Scholarships OUTCOME OBJECTIVES:**

1. In a survey conducted by Grantee at the end of the 3rd quarter of each grant year, a minimum of 85% of served families who respond to the survey will rate the Grantee at least a three on a five-point scale regarding whether the Grantee was helpful in assisting with their child care needs.
2. In a survey conducted by Grantee at the end of the 3rd quarter of each grant year, a minimum of 85% of child care providers will rate Grantee as at least a three on a five-point scale in each of the following: subsidy administration, payment accuracy, and payment timeliness.
3. Annually, Grantee will place a minimum of 85% of families who are ELS-City subsidized and become State subsidy eligible in a State funded program.
4. Grantee will ensure adequate enrollment to utilize a least 97% of the ELS-City (Voucher) funding (excluding FCS) child care subsidy funding available.

##### **Resource and Referral OUTCOME OBJECTIVES:**

1. A minimum of 80% of surveyed families will indicate satisfaction with R&R services.
2. A minimum of 80% of surveyed families will indicate satisfaction with online information.
3. A minimum of 90% of surveyed providers attending CPR and First Aid training will indicate satisfaction with the training.

#### **IX. Monitoring Activities**

- A. 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, role patterns/job descriptions, reporting requirements, client data tracking and back-up documentation for reporting progress towards meeting service and outcome objectives.
- B. 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, sub-grants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

#### **X. Reporting Requirements**

Any change in state reporting requirements shall supersede the following grant requirements.

##### Report Schedule

Monthly reports shall be sent no later than the 25th day following the end of the respective reporting period. An annual final report for final adjustments shall be submitted by July 31 for the fiscal year ending June 30. Quarterly and annual reports shall be sent no later than the last day of the month following the end of the respective reporting period.

Grantee shall provide the following information:

#### **A. Monthly Subsidy Reports**

- 1) Provide a monthly summary report on subsidy child care projections and enrollments that illustrates the achievement of the subsidy Service Objectives identified above.
- 2) Provide bi-annual subsidy and licensing data updates to be coordinated with OECE investments and other city funded investments previously tracked through Geomap. This data will also be used for CPAC Needs Assessment updates.
- 3) 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.
- 4) Grantee shall develop and deliver ad hoc reports (for zip code, etc.) as requested by the Department for the purpose of analyzing the impact or potential impact of proposed and actual state policy changes and for the CPAC Needs Assessment.
- 5) Grantee shall comply with all state reporting requirements and changes in reporting per state deadlines.
- 6) OECE shall provide Grantee with All County Letters, Contract Letters, Applications for Refunding, and other communications from the California Department of Social Services and the California Department of Education, as relevant.

#### **B. Quarterly Reports**

- 1) Grantee will submit a quarterly R&R report, which at a minimum will include: demographic information (including, home residence, ages of children, and income level) of users of R&R services, types of R&R services

used broken down by demographic information, and summary data of requests made by OECE

- 2) Grantee will submit a third quarter report to summarize the achievement of the service and outcome objectives for Subsidy Programs for the first three quarters of the grant term. This report shall also include summary demographic information - gender and ethnicity of the unduplicated clients served over the three quarter period. This report is due by April 30 of each year.
- 3) Develop voucher quality penetration reports, detailing the number of vouchers enrolled during the quarter in San Francisco licensed providers.

### C. Annual Reports

- 1) Grantee will provide annual performance report regarding progress on service objectives for subsidy programs.
- 2) Grantee shall provide an annual report on the demographics of the child care providers by zip code.
- 3) **Grantee will participate in evaluation requests pertaining to ELS activities funded by this grant. This will include, but not be limited to collection of data on funded activities and participants, analysis of data and reporting of findings. The data to be collected may include but not be limited to demographic information, service utilization information, measurement of outcomes associated with participation in funded activities. The data may be requested of clients, Grantee and other stakeholders of the funded activities. Grantee may be requested to participate in evaluation activities designed by OECE.**

Grantee will produce subsidy system ad hoc reports relevant for child care planning and eligibility confirmation for evaluations and research as requested by the DHS Child Care Manager and as deemed as appropriate by the Grantee and the Department. Grantee shall develop and deliver ad hoc reports (for zip code, rate change projections, level of care utilization, concurrent eligibility of families in other programs, etc.) as requested by the Department.

### Audit Response

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

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

- Executive Director ([Ingrid.Mezquita@sfgov.org](mailto:Ingrid.Mezquita@sfgov.org))
- Deputy Director ([Denise.Corvino@sfgov.org](mailto:Denise.Corvino@sfgov.org))
- Fiscal Strategies Manager, ([Anthony.Tyson@sfgov.org](mailto:Anthony.Tyson@sfgov.org))
- Senior Fiscal Strategies Analyst, ([Jason.Holthe@sfgov.org](mailto:Jason.Holthe@sfgov.org))
- Fiscal Strategies Analyst, ([Susanna.Cheng@sfgov.org](mailto:Susanna.Cheng@sfgov.org))



- Senior Contracts Manager, (Elizabeth.Leone@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.

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1	Appendix B, Page						1
2							
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>						
4	<b>BY PROGRAM</b>						
5	Name			Term			
6	Children's Council of San Francisco			July 1, 2017-June 30, 2022			
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>						
8	If modification, Effective Date of Mod. No. of Mod.						
9	Program: Integrated Services 17-22 - ALL PROGRAMS						
10	Budget Reference Page No.(s)	Actual	Actual	Budgeted	New	New	
11	Program Term	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Total
12	<b>Expenditures</b>						
13	Salaries & Benefits	\$3,691,785	\$4,371,533	\$4,850,519	\$4,858,010	\$4,865,727	\$22,637,573
14	Operating Expense	\$1,263,494	\$1,704,132	\$1,495,543	\$1,480,543	\$1,484,178	\$7,427,890
15	<b>Subtotal</b>	<b>\$4,955,278</b>	<b>\$6,075,665</b>	<b>\$6,346,062</b>	<b>\$6,338,553</b>	<b>\$6,349,905</b>	<b>\$30,065,464</b>
16	Indirect Percentage (%)	11.4%	11.3%	11.9%	12.0%	12.0%	
17	Indirect Cost (Line 16 X Line 15)	\$564,186	\$685,398	\$758,304	\$763,102	\$764,407	\$3,535,397
18	Capital Expenditure	\$796	\$8,215	-	-	-	\$9,010
19	<b>Subtotal w/o Pass-Through</b>	<b>\$5,520,260</b>	<b>\$6,769,278</b>	<b>\$7,104,366</b>	<b>\$7,101,655</b>	<b>\$7,114,312</b>	<b>\$33,609,871</b>
20	Direct Client Pass-Through	\$47,851,446	\$51,508,595	\$75,473,294	\$76,351,516	\$71,624,092	\$322,808,943
21	<b>Total Expenditures</b>	<b>\$53,371,706</b>	<b>\$58,277,873</b>	<b>\$82,577,660</b>	<b>\$83,453,171</b>	<b>\$78,738,404</b>	<b>\$356,418,814</b>
22	<b>HSA Revenues</b>						
23	General Fund - Admin	\$5,520,260	\$6,769,278	\$7,104,366	\$7,101,655	\$7,114,312	\$33,609,871
24	General Fund - Pass-Through	\$47,851,446	\$51,508,595	\$75,473,294	\$76,351,516	\$71,624,092	\$322,808,943
25							
26							
27							
28							
29							
30							
31	<b>TOTAL HSA REVENUES</b>	<b>\$53,371,706</b>	<b>\$58,277,873</b>	<b>\$82,577,660</b>	<b>\$83,453,171</b>	<b>\$78,738,404</b>	<b>\$356,418,814</b>
32	<b>Other Revenues</b>						
33							
34							
35							
36							
37							
38	Total Other Revenues	-	-	-	-	-	-
39	<b>Total Revenue</b>	<b>\$53,371,706</b>	<b>\$58,277,873</b>	<b>\$82,577,660</b>	<b>\$83,453,171</b>	<b>\$78,738,404</b>	<b>\$356,418,814</b>
40							
41	Full Time Equivalent (FTE)						
43	<b>2% CODB Baseline Total Operating</b>						
44	Prepared by: Cody Cheng	Telephone No.:				Date	
45	HSA-CO Review Signature: _____						
46	HSA #1						10/31/2019

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1	Appendix B, Page						2
2							
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>						
4	<b>BY PROGRAM</b>						
5	Name			Term			
6	Children's Council of San Francisco			July 1, 2017-June 30, 2022			
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>						
8	If modification, Effective Date of Mod.		No. of Mod.				
9	<b>Program: Federal/State Subsidy</b>						
10	Budget Reference Page No.(s)	Actual	Actual	Budgeted	New	New	
11	Program Term	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Total
12	<b>Expenditures</b>						
13	Salaries & Benefits	\$2,287,099	\$2,565,304	\$2,896,305	\$2,896,305	\$2,896,305	\$13,541,318
14	Operating Expense	\$831,744	\$998,681	\$823,218	\$823,218	\$823,218	\$4,300,079
15	<b>Subtotal</b>	<b>\$3,118,843</b>	<b>\$3,563,985</b>	<b>\$3,719,523</b>	<b>\$3,719,523</b>	<b>\$3,719,523</b>	<b>\$17,841,397</b>
16	Indirect Percentage (%)	11.2%	10.9%	12.1%	12.1%	12.1%	
17	Indirect Cost (Line 16 X Line 15)	\$347,838	\$388,221	\$450,283	\$450,283	\$450,283	\$2,086,908
18	Capital Expenditure		\$5,697				\$5,697
19	<b>Subtotal before Pass-Through</b>	<b>\$3,466,681</b>	<b>\$3,957,903</b>	<b>\$4,169,806</b>	<b>\$4,169,806</b>	<b>\$4,169,806</b>	<b>\$19,934,002</b>
20	Direct Client Pass-Through	\$16,770,007	\$18,387,235	\$20,935,897	\$21,982,691	\$23,081,826	\$101,157,656
21	Direct Client Pass-Through-FCS Bridge	\$31,498	\$447,801	\$557,776	\$585,654	\$614,937	\$2,237,665
22	<b>Total Expenditures</b>	<b>\$20,268,186</b>	<b>\$22,792,938</b>	<b>\$25,663,479</b>	<b>\$26,738,151</b>	<b>\$27,866,569</b>	<b>\$123,329,323</b>
23	<b>HSA Revenues</b>						
24	General Fund - Admin	\$3,466,681	\$3,897,666	\$4,012,084	\$4,012,084	\$4,012,084	\$19,400,599
25	General Fund - Pass-Through	\$16,770,007	\$18,387,235	\$20,935,897	\$21,982,691	\$23,081,826	\$101,157,656
26	General Fund - Admin- FCS Navigator	\$0	\$57,851	\$95,917	\$95,917	\$95,917	\$345,602
27	General Fund - Admin- FCS Trauma	\$0	\$2,385	\$61,805	\$61,805	\$61,805	\$187,800
28	General Fund Pass-Through FCS Bridge	\$31,498	\$447,801	\$557,776	\$585,654	\$614,937	\$2,237,665
29							
30							
31							
32	<b>TOTAL HSA REVENUES</b>	<b>\$20,268,186</b>	<b>\$22,792,938</b>	<b>\$25,663,479</b>	<b>\$26,738,151</b>	<b>\$27,866,569</b>	<b>\$123,329,323</b>
33	<b>Other Revenues</b>						
34							
35							
36							
37							
38							
39	<b>Total Revenues</b>	<b>\$20,268,186</b>	<b>\$22,792,938</b>	<b>\$25,663,479</b>	<b>\$26,738,151</b>	<b>\$27,866,569</b>	<b>\$123,329,323</b>
40	Full Time Equivalent (FTE)						
42	Prepared by: Cody Cheng	Telephone No.:				Date	
43	HSA-CO Review Signature: _____						
44	HSA #1						10/31/2019

Program: Federal/State Subsidy  
 (Same as Line 9 on HSA #1)

Salaries & Benefits Detail

11	12	Agency Totals		For HSA Program		FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	TOTAL
		Annual Full Time Salary (or FTE)	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Federal/State Subsidy	Federal/State Subsidy	Federal/State Subsidy	Federal/State Subsidy	Federal/State Subsidy	
						Actual Salary	Actual Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	
13	Family Subsidy Specialist I	\$41,190	1.00	45%	0.45	\$16,368	\$19,124	\$18,611	\$18,611	\$18,611	\$91,324
14	Family Subsidy Specialist II 1	\$53,798	1.00	45%	0.45	\$24,844	\$26,174	\$24,278	\$24,278	\$24,278	\$123,851
15	Family Subsidy Specialist II 2	\$53,798	1.00	45%	0.45	\$24,715	\$26,172	\$24,278	\$24,278	\$24,278	\$123,722
16	Family Subsidy Specialist II 3	\$53,798	1.00	45%	0.45	\$25,610	\$26,070	\$24,278	\$24,278	\$24,278	\$124,513
17	Family Subsidy Specialist II 4	\$53,798	1.00	45%	0.45	\$24,997	\$26,070	\$24,278	\$24,278	\$24,278	\$123,901
18	Family Subsidy Specialist II 5	\$53,798	1.00	45%	0.45	\$25,041	\$26,148	\$24,278	\$24,278	\$24,278	\$124,023
19	Family Subsidy Specialist II 6	\$53,798	1.00	45%	0.45	\$24,798	\$24,418	\$24,278	\$24,278	\$24,278	\$122,010
20	Family Subsidy Specialist II 7	\$53,798	1.00	45%	0.45	\$23,131	\$25,979	\$24,278	\$24,278	\$24,278	\$121,943
21	Family Subsidy Specialist II 8	\$53,798	1.00	45%	0.45	\$22,582	\$25,947	\$24,278	\$24,278	\$24,278	\$121,363
22	Family Subsidy Specialist II 9	\$51,861	1.00	45%	0.45	\$22,594	\$24,353	\$23,404	\$23,404	\$23,404	\$117,158
23	Family Subsidy Specialist II 10	\$48,526	1.00	45%	0.45	\$20,994	\$17,381	\$21,900	\$21,900	\$21,900	\$104,075
24	Family Subsidy Specialist II 11	\$47,003	1.00	45%	0.45	\$20,377	\$22,091	\$21,212	\$21,212	\$21,212	\$106,104
25	Family Subsidy Specialist II 12	\$46,757	1.00	45%	0.45	\$19,161	\$21,667	\$21,101	\$21,101	\$21,101	\$104,132
26	Family Subsidy Specialist II 13	\$46,580	1.00	45%	0.45	\$20,371	\$21,865	\$21,022	\$21,022	\$21,022	\$105,322
27	Family Subsidy Specialist II 14	\$46,396	1.00	45%	0.45	\$20,219	\$21,793	\$20,938	\$20,938	\$20,938	\$104,825
28	Family Subsidy Specialist II 15	\$44,631	1.00	45%	0.45	\$19,411	\$20,951	\$20,142	\$20,142	\$20,142	\$100,798
29	Family Subsidy Specialist II 16	\$46,139	1.00	45%	0.45	\$26,929	\$17,945	\$20,822	\$20,822	\$20,822	\$107,340
30	Family Subsidy Specialist II 17	\$41,636	1.00	45%	0.45	\$951	\$21,070	\$18,789	\$18,789	\$18,789	\$78,988
31	Family Subsidy Specialist II 18	\$44,029	1.00	45%	0.45	\$2,781	\$17,785	\$19,870	\$19,870	\$19,870	\$80,176
32	FS Training & Software Coordinator	\$49,723	1.00	45%	0.45	\$0	\$0	\$22,441	\$22,441	\$22,441	\$67,323
33	CCR&R Family Support Navigator	\$49,723	1.00	45%	0.45	\$14,609	\$5,450	\$22,441	\$22,441	\$22,441	\$87,382
34	CCR&R IV Family Support Navigator	\$36,196	0.56	45%	0.45	\$0	\$9,269	\$16,335	\$16,335	\$16,335	\$58,274
35	Family Subsidy Payment Manager	\$77,489	1.00	45%	0.45	\$30,622	\$35,374	\$34,970	\$34,970	\$34,970	\$170,906
36	Family Support Manager	\$74,540	1.00	45%	0.45	\$15,039	\$26,855	\$33,639	\$33,639	\$33,639	\$142,811
37	Child Care Resource and Referral Specialist 1	\$45,845	1.00	45%	0.45	\$19,305	\$21,373	\$20,690	\$20,690	\$20,690	\$102,749
38	Child Care Resource and Referral Specialist 2	\$43,495	1.00	45%	0.45	\$2,078	\$20,434	\$19,629	\$19,629	\$19,629	\$81,396
39	Child Care Payment Services Supervisor	\$60,900	1.00	45%	0.45	\$0	\$9,423	\$27,483	\$27,483	\$27,483	\$91,872
40	Client Relations Representative	\$46,935	1.00	45%	0.45	\$20,118	\$9,945	\$21,182	\$21,182	\$21,182	\$93,609
41	Client Relations Representative	\$37,980	1.00	45%	0.45	\$17,198	\$887	\$17,141	\$17,141	\$17,141	\$69,508
42	Client Relations Representative II	\$42,227	1.00	45%	0.45	\$0	\$19,515	\$19,056	\$19,056	\$19,056	\$76,683
43	Communications & Design Associate	\$53,943	1.00	45%	0.45	\$16,358	\$26,141	\$24,345	\$24,345	\$24,345	\$115,535
44	Communications Manager	\$93,832	1.00	45%	0.45	\$28,173	\$42,401	\$42,346	\$42,346	\$42,346	\$197,613
45	Data Analyst	\$85,102	1.00	45%	0.45	\$38,547	\$41,454	\$38,406	\$38,406	\$38,406	\$195,218
46	Early Learning SF Data Analysis	\$48,817	1.00	45%	0.45	\$0	\$0	\$22,031	\$22,031	\$22,031	\$66,093
47	Director, Family Subsidy Services	\$120,811	1.00	45%	0.45	\$50,238	\$56,617	\$54,522	\$54,522	\$54,522	\$270,422
48	Family and Children Program Specialist 1	\$53,798	1.00	45%	0.45	\$24,314	\$26,010	\$24,278	\$24,278	\$24,278	\$123,159
49	Family and Children Program Specialist 2	\$53,798	1.00	45%	0.45	\$24,756	\$25,820	\$24,278	\$24,278	\$24,278	\$123,411
50	Family Child Care Home Education Network Mngr	\$66,386	1.00	32%	0.32	\$21,194	\$849	\$20,971	\$20,971	\$20,971	\$84,957
51	FCCHEN Family Engagement Specialist 1	\$55,430	1.00	32%	0.32	\$21,853	\$17,743	\$17,511	\$17,511	\$17,511	\$92,128
52	FCCHEN Family Engagement Specialist 2	\$50,836	1.00	32%	0.32	\$24,761	\$16,758	\$16,058	\$16,058	\$16,058	\$89,693
53	Family Subsidy Payments Support 1	\$56,871	1.00	45%	0.45	\$26,183	\$27,429	\$25,666	\$25,666	\$25,666	\$130,610
54	Family Subsidy Payments Support 2	\$56,871	1.00	45%	0.45	\$25,929	\$27,861	\$25,666	\$25,666	\$25,666	\$130,588
55	Family Subsidy Payments Technician 1	\$50,978	1.00	45%	0.45	\$23,610	\$24,697	\$23,006	\$23,006	\$23,006	\$117,325
56	Family Subsidy Payments Technician 2	\$40,563	0.80	45%	0.45	\$19,136	\$19,656	\$18,305	\$18,305	\$18,305	\$93,708
57	Family Subsidy Payments Technician 3	\$50,704	1.00	45%	0.45	\$23,326	\$24,686	\$22,883	\$22,883	\$22,883	\$116,661
58	Family Subsidy Payments Technician 4	\$50,704	1.00	45%	0.45	\$20,780	\$24,661	\$22,883	\$22,883	\$22,883	\$114,091
59	Family Subsidy Payments Technician 5	\$50,704	1.00	45%	0.45	\$23,337	\$23,846	\$22,883	\$22,883	\$22,883	\$115,831
60	Family Subsidy Payments Technician 6	\$50,704	1.00	45%	0.45	\$23,261	\$22,785	\$22,883	\$22,883	\$22,883	\$114,695
61	Family Subsidy Payments Technician 7	\$40,938	1.00	45%	0.45	\$20,466	\$19,226	\$18,476	\$18,476	\$18,476	\$95,120
62	Family Subsidy Payments Technician 8	\$41,810	1.00	45%	0.45	\$16,701	\$19,647	\$18,868	\$18,868	\$18,868	\$92,952
63	Family Subsidy Program Manager 1	\$79,993	1.00	45%	0.45	\$35,781	\$37,593	\$36,102	\$36,102	\$36,102	\$181,680
64	Family Subsidy Program Manager 2	\$73,080	1.00	38%	0.38	\$30,795	\$33,527	\$28,033	\$28,033	\$28,033	\$148,421
65	Family Subsidy Program Manager 3	\$75,272	1.00	45%	0.45	\$17,307	\$29,776	\$33,970	\$33,970	\$33,970	\$148,993
66	Family Subsidy Provider Coordinator 1	\$55,704	1.00	45%	0.45	\$23,130	\$22,762	\$25,139	\$25,139	\$25,139	\$121,309
67	Family Subsidy Provider Coordinator 2	\$50,568	1.00	45%	0.45	\$21,617	\$23,745	\$22,821	\$22,821	\$22,821	\$113,824

	A	B	C	D	E	F	G	H	I	J	K
66	Family Subsidy Provider Coordinator 3	\$42,727	1.00	45%	0.45	\$19,344	\$19,431	\$19,283	\$19,283	\$19,283	\$96,623
69	Family Subsidy Provider Outreach Coordinator	\$51,489	1.00	45%	0.45	\$22,993	\$24,178	\$23,238	\$23,238	\$23,238	\$116,865
70	Family Subsidy Quality Assurance Coordinator	\$48,099	1.00	45%	0.45	\$39,950	\$13,992	\$21,707	\$21,707	\$21,707	\$119,063
71	Program Manager - Play Lab	\$62,500	1.00	45%	0.45	\$0	\$0	\$28,206	\$28,206	\$28,206	\$84,618
72	AP Accountant	\$68,598	1.00	27%	0.27	\$19,066	\$20,048	\$18,574	\$18,574	\$18,574	\$94,837
73	Account Receivable Accountant	\$57,771	1.00	32%	0.32	\$14,348	\$11,998	\$18,251	\$18,251	\$18,251	\$81,099
74	Associate Director of Parent Services	\$93,877	1.00	27%	0.27	\$31,547	\$11,376	\$25,420	\$25,420	\$25,420	\$119,163
75	Associate Director, Family Subsidy Services	\$96,713	1.00	45%	0.45	\$29,785	\$34,098	\$43,648	\$43,648	\$43,648	\$194,826
76	Business & Technology Support Data Coordinator	\$54,900	1.00	9%	0.09	\$0	\$5,088	\$4,955	\$4,955	\$4,955	\$19,953
77	Budget & Contracts Manager	\$93,000	1.00	32%	0.32	\$0	\$26,278	\$29,379	\$29,379	\$29,379	\$114,415
78	CCR&R II: Education & Outreach Specialist	\$45,914	1.00	45%	0.45	\$26,222	\$14,289	\$20,721	\$20,721	\$20,721	\$102,674
79	CCR&R II: Education & Outreach Specialist	\$47,258	1.00	45%	0.45	\$27,262	\$16,850	\$21,327	\$21,327	\$21,327	\$107,893
80	Chief Financial Officer	\$190,000	1.00	29%	0.29	\$45,090	\$50,952	\$55,284	\$55,284	\$55,284	\$261,894
81	Chief Program Officer	\$170,556	1.00	38%	0.38	\$44,175	\$64,238	\$65,426	\$65,426	\$65,426	\$304,691
82	Director of Financial and Operation	\$152,250	1.00	32%	0.32	\$0	\$0	\$48,096	\$48,096	\$48,096	\$144,288
83	Data Strategist	\$97,227	1.00	32%	0.32	\$6,495	\$31,755	\$30,715	\$30,715	\$30,715	\$130,395
84	Director IT	\$137,961	1.00	32%	0.32	\$37,382	\$40,050	\$43,583	\$43,583	\$43,583	\$208,181
85	Director of Advancement	\$153,758	1.00	23%	0.23	\$29,250	\$39,650	\$34,695	\$34,695	\$34,695	\$172,985
86	Director, Parent Services	\$103,769	1.00	32%	0.32	\$33,538	\$29,264	\$32,781	\$32,781	\$32,781	\$161,145
87	Facilities Coordinator	\$50,704	1.00	32%	0.32	\$11,770	\$17,208	\$16,017	\$16,017	\$16,017	\$77,029
88	Family Support Training Supervisor	\$58,834	1.00	45%	0.45	\$21,727	\$25,248	\$26,551	\$26,551	\$26,551	\$126,827
89	Finance Manager & Controller	\$127,470	1.00	36%	0.36	\$39,702	\$41,440	\$46,021	\$46,021	\$46,021	\$219,205
90	Strategic Innovations Manager	\$98,586	1.00	32%	0.32	\$17,127	\$26,208	\$31,144	\$31,144	\$31,144	\$138,787
91	Community Outreach & Partnership Manager	\$74,951	1.00	45%	0.45	\$0	\$13,030	\$33,826	\$33,826	\$33,826	\$114,508
92	IT Support Specialist	\$54,647	1.00	32%	0.32	\$0	\$15,699	\$17,263	\$17,263	\$17,263	\$67,488
93	Network Manager	\$82,241	1.00	32%	0.32	\$25,077	\$27,056	\$25,981	\$25,981	\$25,981	\$130,076
94	Office Coordinator	\$53,799	1.00	32%	0.32	\$17,197	\$18,364	\$16,993	\$16,993	\$16,993	\$86,539
95	Operation Office Manager	\$93,831	1.00	32%	0.32	\$27,889	\$29,261	\$29,643	\$29,643	\$29,643	\$146,079
96	Operations Support	\$28,760	0.56	32%	0.32	\$5,001	\$8,765	\$9,086	\$9,086	\$9,086	\$41,024
97	Senior Accountant & Budget Analyst	\$66,847	1.00	32%	0.32	\$24,421	\$16,528	\$21,119	\$21,119	\$21,119	\$104,306
98	Staff Account	\$34,904	0.15	11%	0.11	\$17,053	\$4,178	\$3,940	\$3,940	\$3,940	\$33,052
99	Systems Administration Manager	\$97,881	1.00	34%	0.34	\$30,689	\$32,199	\$33,130	\$33,130	\$33,130	\$162,279
100	Web Developer/Administrator	\$80,551	1.00	32%	0.32	\$22,187	\$26,497	\$25,446	\$25,446	\$25,446	\$125,022
101	FCS Navigator	\$64,760	1.00	100%	1.00	\$0	\$43,338	\$64,760	\$64,760	\$64,760	\$237,618
102	TOTALS		87.07		38.49	\$1,792,641	\$2,025,997	\$2,315,591	\$2,315,591	\$2,315,591	\$10,765,382
103											
104	FRINGE BENEFIT RATE	25.08%									
105	EMPLOYEE FRINGE BENEFITS	\$0				\$484,457	\$538,307	\$580,724	\$580,724	\$580,724	\$2,776,936
106											
107											
108	TOTAL SALARIES & BENEFITS	\$0				\$2,287,099	\$2,565,304	\$2,896,305	\$2,896,305	\$2,896,305	\$13,541,318
109	HSA #2										10/25/2019

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Appendix B, Page 4														
2															
3															
4	Program: Federal/State Subsidy														
5	(Same as Line 9 on HSA #1)														
6															
7	<b>Operating Expense Detail</b>														
8															
9															
10															
11															
12	<b>Expenditure Category</b>	<b>TERM</b>	<b>Actual FY17-18</b>	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>New FY20-21</b>	<b>New FY21-22</b>	<b>TOTAL</b>							
13	Rental of Property		\$252,558	\$291,902	\$308,753	\$308,753	\$308,753	\$ 1,470,719							
14	Utilities(Elec, Water, Gas, Phone, Scavenger)		\$78,057	\$95,322	\$80,532	\$80,532	\$80,532	\$ 414,975							
15	Office Supplies, Postage		\$49,738	\$65,820	\$64,843	\$64,843	\$64,843	\$ 310,087							
16	Building Maintenance Supplies and Repair		\$58,918	\$88,191	\$30,556	\$30,556	\$30,556	\$ 238,777							
17	Printing and Reproduction		\$59,471	\$47,348	\$24,227	\$24,227	\$24,227	\$ 179,500							
18	Insurance		\$12,969	\$7,278	\$6,100	\$6,100	\$6,100	\$ 38,547							
19	Staff Training		\$36,916	\$25,340	\$48,463	\$48,463	\$48,463	\$ 207,645							
20	Staff Travel-(Local & Out of Town)		\$270	\$730	\$1,442	\$1,442	\$1,442	\$ 5,326							
21	Rental of Equipment				\$3,034	\$3,034	\$3,034	\$ 9,102							
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE														
23	Consultant		\$174,719	\$244,698	\$114,609	\$114,609	\$114,609	\$ 763,245							
24								\$ -							
25								\$ -							
26								\$ -							
27	OTHER														
28	Program Supplies		\$7,718	\$16,260	\$1,127	\$1,127	\$1,127	\$ 27,359							
29	Dues and Subscriptions		\$10,650	\$13,426	\$6,769	\$6,769	\$6,769	\$ 44,383							
30	Bank Charges		\$30,320	\$29,201	\$23,669	\$23,669	\$23,669	\$ 130,529							
31	Technical Support		\$59,439	\$70,780	\$46,567	\$46,567	\$46,567	\$ 269,919							
32	Provider/Parent Incentives		\$0	\$0	\$722	\$722	\$722	\$ 2,166							
33	FCS Trauma Training		\$0	\$2,385	\$61,805	\$61,805	\$61,805	\$ 187,800							
34															
35	<b>TOTAL OPERATING EXPENSE</b>		<b>\$831,744</b>	<b>\$998,681</b>	<b>\$823,218</b>	<b>\$823,218</b>	<b>\$823,218</b>	<b>\$4,300,079</b>							
36															
37	HSA #3														

10/25/2019

	A	B	C	D	E	F	G	H
1	Appendix B, Page							5
2								
3								
4	Program: Federal/State Subsidy							
5	(Same as Line 9 on HSA #1)							
6								
7	<b>Program Expenditure Detail</b>							
8								
9								<b>TOTAL</b>
10	<b>EQUIPMENT</b>	<b>TERM</b>	<b>FY17-18</b>	<b>Actual FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>	
11	No.	ITEM/DESCRIPTION						
12	8	PCs	-	5,697	-	-	-	5,697
13								0
14								0
15								0
16								0
17								0
18								0
19	TOTAL EQUIPMENT COST		-	5,697	-	-	-	5,697
20								
21	<b>R E M O D E L I N G</b>							
22	Description:							0
23								0
24								0
25								0
26								0
27								0
28	TOTAL REMODELING COST		0	0	0			0
29								
30	<b>TOTAL CAPITAL EXPENDITURE</b>		0	5,697	0			5,697
31	(Equipment and Remodeling Cost)							
32	HSA #4							10/25/2019

	A	B	C	D	E	F	G
1	Appendix B, Page						6
2							
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>						
4	<b>BY PROGRAM</b>						
5	Name			Term			
6	Children's Council of San Francisco			July 1, 2017-June 30, 2022			
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>						
8	If modification, Effective Date of Mod.		No. of Mod.				
9	Program: <b>ELS/Local Subsidy</b>						
10	Budget Reference Page No.(s)	Actual	Actual	Budgeted	New	New	
11	Program Term	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Total
12	<b>Expenditures</b>						
13	Salaries & Benefits	\$734,913	\$1,082,165	\$1,234,500	\$1,234,500	\$1,234,500	\$5,520,578
14	Operating Expense	\$257,168	\$454,435	\$338,320	\$338,320	\$338,320	\$1,726,563
15	Subtotal	\$992,081	\$1,536,600	\$1,572,820	\$1,572,820	\$1,572,820	\$7,247,141
16	Indirect Percentage (%)	10.9%	12.1%	11.9%	11.9%	11.9%	
17	Indirect Cost (Line 16 X Line 15)	\$108,236	\$185,436	\$187,082	\$187,082	\$187,082	\$854,917
18	Capital Expenditure	-	\$2,518	-	-	-	\$2,518
19	Subtotal w/o Pass-Through	\$1,100,316	\$1,724,554	\$1,759,902	\$1,759,902	\$1,759,902	\$8,104,576
20	Direct Client Pass-Through	\$9,172,129	\$13,368,418	\$18,237,562	\$19,149,440	\$20,106,912	\$80,034,461
21	<b>Total Expenditures</b>	<b>\$10,272,445</b>	<b>\$15,092,972</b>	<b>\$19,997,464</b>	<b>\$20,909,342</b>	<b>\$21,866,814</b>	<b>\$88,139,037</b>
22	<b>HSA Revenues</b>						
23	General Fund	\$1,100,316	\$1,724,554	\$1,759,902	\$1,759,902	\$1,759,902	\$8,104,576
24	General Fund - Pass-Through	\$9,172,129	\$13,368,418	\$18,237,562	\$19,149,440	\$20,106,912	\$80,034,461
25							
26							
27							
28							
29							
30							
31	<b>TOTAL HSA REVENUES</b>	<b>\$10,272,445</b>	<b>\$15,092,972</b>	<b>\$19,997,464</b>	<b>\$20,909,342</b>	<b>\$21,866,814</b>	<b>\$88,139,037</b>
32	<b>Other Revenues</b>						
33							
34							
35							
36							
37							
38	<b>Total Revenues</b>	<b>\$10,272,445</b>	<b>\$15,092,972</b>	<b>\$19,997,464</b>	<b>\$20,909,342</b>	<b>\$21,866,814</b>	<b>\$88,139,037</b>
39	<b>Full Time Equivalent (FTE)</b>						
41	Prepared by: Cody Cheng	Telephone No.:				Date	
42	HSA-CO Review Signature: _____						
43	HSA #1						10/31/2019



Appendix B, Page 7												
Program: ELS/Local Subsidy (Same as Line 8 on HSA #1)												
Salaries & Benefits Detail												
11	12	POSITION TITLE	FY17-18		FY18-19		FY19-20		FY20-21		FY21-22	
			Agency Totals		For HSA Program		ELS Subsidy	ELS Subsidy	ELS Subsidy	ELS Subsidy	ELS Subsidy	TOTAL
			Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Actual Salary	Actual Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	7/1/17-6/30/22
13	Family Subsidy Specialist I	\$41,190	1.00	20%	0.20	\$5,265	\$8,267	\$8,162	\$8,162	\$8,162	\$38,018	
14	Family Subsidy Specialist II 1	\$53,798	1.00	20%	0.20	\$8,120	\$11,280	\$10,646	\$10,646	\$10,646	\$51,338	
15	Family Subsidy Specialist II 2	\$53,798	1.00	20%	0.20	\$7,846	\$11,251	\$10,646	\$10,646	\$10,646	\$51,035	
16	Family Subsidy Specialist II 3	\$53,798	1.00	20%	0.20	\$8,050	\$11,252	\$10,646	\$10,646	\$10,646	\$51,239	
17	Family Subsidy Specialist II 4	\$53,798	1.00	20%	0.20	\$7,924	\$11,252	\$10,646	\$10,646	\$10,646	\$51,113	
18	Family Subsidy Specialist II 5	\$53,798	1.00	20%	0.20	\$7,919	\$11,247	\$10,646	\$10,646	\$10,646	\$51,104	
19	Family Subsidy Specialist II 6	\$53,798	1.00	20%	0.20	\$8,056	\$10,447	\$10,646	\$10,646	\$10,646	\$50,441	
20	Family Subsidy Specialist II 7	\$53,798	1.00	20%	0.20	\$8,826	\$11,215	\$10,646	\$10,646	\$10,646	\$49,980	
21	Family Subsidy Specialist II 8	\$53,798	1.00	20%	0.20	\$7,652	\$11,208	\$10,646	\$10,646	\$10,646	\$50,798	
22	Family Subsidy Specialist II 9	\$51,861	1.00	20%	0.20	\$7,244	\$10,508	\$10,263	\$10,263	\$10,263	\$48,541	
23	Family Subsidy Specialist II 10	\$48,526	1.00	20%	0.20	\$6,740	\$7,261	\$9,803	\$9,603	\$9,603	\$42,810	
24	Family Subsidy Specialist II 11	\$47,003	1.00	20%	0.20	\$6,544	\$9,528	\$9,302	\$9,302	\$9,302	\$43,978	
25	Family Subsidy Specialist II 12	\$46,757	1.00	20%	0.20	\$6,255	\$9,305	\$9,253	\$9,253	\$9,253	\$43,319	
26	Family Subsidy Specialist II 13	\$46,580	1.00	20%	0.20	\$6,530	\$9,444	\$9,217	\$9,217	\$9,217	\$43,625	
27	Family Subsidy Specialist II 14	\$46,398	1.00	20%	0.20	\$6,490	\$9,404	\$9,182	\$9,182	\$9,182	\$43,440	
28	Family Subsidy Specialist II 15	\$44,631	1.00	20%	0.20	\$6,231	\$9,046	\$8,833	\$8,833	\$8,833	\$41,776	
29	Family Subsidy Specialist II 16	\$46,139	1.00	20%	0.20	\$8,885	\$7,340	\$9,131	\$9,131	\$9,131	\$43,618	
30	Family Subsidy Specialist II 17	\$41,636	1.00	20%	0.20	\$142	\$9,350	\$8,239	\$8,239	\$8,239	\$34,209	
31	Family Subsidy Specialist II 18	\$44,029	1.00	20%	0.20	\$286	\$8,346	\$8,713	\$8,713	\$8,713	\$34,770	
32	FS Training & Software Coordinator	\$49,723	1.00	20%	0.20	\$0	\$0	\$9,840	\$9,840	\$9,840	\$29,520	
33	CCR&R Family Support Navigator	\$49,723	1.00	20%	0.20	\$4,712	\$2,606	\$9,840	\$9,840	\$9,840	\$36,838	
34	CCR&R IV Family Support Navigator	\$36,196	0.56	20%	0.20	\$0	\$3,932	\$7,162	\$7,162	\$7,162	\$25,418	
35	Family Subsidy Payment Manager	\$77,489	1.00	20%	0.20	\$9,970	\$15,250	\$15,334	\$15,334	\$15,334	\$71,222	
36	Family Support Manager	\$74,540	1.00	20%	0.20	\$5,131	\$11,690	\$14,751	\$14,751	\$14,751	\$61,074	
37	Child Care Resource and Referral Specialist 1	\$45,845	1.00	20%	0.20	\$6,208	\$9,233	\$9,072	\$9,072	\$9,072	\$42,657	
38	Child Care Resource and Referral Specialist 2	\$43,495	1.00	20%	0.20	\$1,215	\$8,819	\$8,607	\$8,607	\$8,607	\$35,855	
39	Child Care Payment Services Supervisor	\$80,900	1.00	20%	0.20	\$0	\$4,514	\$12,052	\$12,052	\$12,052	\$40,670	
40	Client Relations Representative	\$46,935	1.00	20%	0.20	\$6,400	\$4,291	\$9,287	\$9,287	\$9,287	\$38,553	
41	Client Relations Representative	\$37,980	1.00	20%	0.20	\$5,790	\$521	\$7,515	\$7,515	\$7,515	\$28,856	
42	Client Relations Representative II	\$42,227	1.00	20%	0.20	\$0	\$8,416	\$8,357	\$8,357	\$8,357	\$33,487	
43	Communications & Design Associate	\$53,943	1.00	20%	0.20	\$5,018	\$11,194	\$10,674	\$10,674	\$10,674	\$48,233	
44	Communications Manager	\$93,832	1.00	20%	0.20	\$9,029	\$18,283	\$18,569	\$18,569	\$18,569	\$83,019	
45	Data Analyst	\$85,102	1.00	20%	0.20	\$12,102	\$17,801	\$16,841	\$16,841	\$16,841	\$80,426	
46	Early Learning SF Data Analysis	\$48,817	1.00	20%	0.20	\$0	\$0	\$9,661	\$9,661	\$9,661	\$28,983	
47	Director, Family Subsidy Services	\$120,811	1.00	20%	0.20	\$18,706	\$24,410	\$23,907	\$23,907	\$23,907	\$112,837	
48	Family and Children Program Specialist 1	\$53,798	1.00	20%	0.20	\$7,846	\$11,230	\$10,646	\$10,646	\$10,646	\$51,014	
49	Family and Children Program Specialist 2	\$53,798	1.00	20%	0.20	\$7,940	\$11,167	\$10,646	\$10,646	\$10,646	\$51,045	
50	Family Child Care Home Education Network Mgr	\$88,388	1.00	14%	0.14	\$7,102	\$313	\$9,196	\$9,196	\$9,196	\$35,003	
51	FCCHEN Family Engagement Specialist 1	\$55,430	1.00	14%	0.14	\$7,044	\$7,194	\$7,678	\$7,678	\$7,678	\$27,272	
52	FCCHEN Family Engagement Specialist 2	\$50,836	1.00	14%	0.14	\$7,949	\$6,896	\$7,042	\$7,042	\$7,042	\$35,971	
53	Family Subsidy Payments Support 1	\$58,871	1.00	20%	0.20	\$8,414	\$11,848	\$11,254	\$11,254	\$11,254	\$54,025	
54	Family Subsidy Payments Support 2	\$58,871	1.00	20%	0.20	\$8,480	\$11,921	\$11,254	\$11,254	\$11,254	\$54,163	
55	Family Subsidy Payments Technician 1	\$50,978	1.00	20%	0.20	\$7,627	\$10,662	\$10,087	\$10,087	\$10,087	\$48,550	
56	Family Subsidy Payments Technician 2	\$40,583	0.80	20%	0.20	\$6,041	\$8,484	\$8,028	\$8,028	\$8,028	\$38,609	
57	Family Subsidy Payments Technician 3	\$50,704	1.00	20%	0.20	\$7,490	\$10,643	\$10,034	\$10,034	\$10,034	\$48,235	
58	Family Subsidy Payments Technician 4	\$50,704	1.00	20%	0.20	\$7,249	\$10,628	\$10,034	\$10,034	\$10,034	\$47,979	
59	Family Subsidy Payments Technician 5	\$50,704	1.00	20%	0.20	\$7,492	\$10,172	\$10,034	\$10,034	\$10,034	\$47,766	
60	Family Subsidy Payments Technician 6	\$50,704	1.00	20%	0.20	\$7,426	\$9,769	\$10,034	\$10,034	\$10,034	\$47,297	
61	Family Subsidy Payments Technician 7	\$40,938	1.00	20%	0.20	\$6,520	\$8,295	\$8,101	\$8,101	\$8,101	\$39,117	
62	Family Subsidy Payments Technician 8	\$41,810	1.00	20%	0.20	\$5,774	\$8,475	\$8,274	\$8,274	\$8,274	\$39,071	
63	Family Subsidy Program Manager 1	\$79,993	1.00	20%	0.20	\$11,459	\$16,206	\$15,830	\$15,830	\$15,830	\$75,156	
64	Family Subsidy Program Manager 2	\$73,080	1.00	17%	0.17	\$9,868	\$14,483	\$12,293	\$12,293	\$12,293	\$61,230	
65	Family Subsidy Program Manager 3	\$75,272	1.00	20%	0.20	\$5,366	\$13,155	\$14,895	\$14,895	\$14,895	\$63,206	
66	Family Subsidy Provider Coordinator 1	\$55,704	1.00	20%	0.20	\$7,203	\$9,939	\$11,023	\$11,023	\$11,023	\$50,211	
67	Family Subsidy Provider Coordinator 2	\$50,568	1.00	20%	0.20	\$6,855	\$10,247	\$10,006	\$10,006	\$10,006	\$47,120	

	A	B	C	D	E	F	G	H	I	J	K
68	Family Subsidy Provider Coordinator 3	\$42,727	1.00	20%	0.20	\$6,202	\$8,084	\$8,455	\$8,455	\$8,455	\$39,651
69	Family Subsidy Provider Outreach Coordinator	\$51,489	1.00	20%	0.20	\$7,285	\$10,433	\$10,189	\$10,189	\$10,189	\$48,266
70	Family Subsidy Quality Assurance Coordinator	\$48,099	1.00	20%	0.20	\$12,909	\$6,092	\$9,518	\$9,518	\$9,518	\$47,555
71	Program Manager - Play Lab	\$62,500	1.00	20%	0.20	\$0	\$0	\$12,367	\$12,367	\$12,367	\$37,101
72	AP Accountant	\$68,598	1.00	12%	0.12	\$6,000	\$8,589	\$8,145	\$8,145	\$8,145	\$39,024
73	Account Receivable Accountant	\$57,771	1.00	14%	0.14	\$5,536	\$5,496	\$8,003	\$8,003	\$8,003	\$35,041
74	Associate Director of Parent Services	\$93,877	1.00	12%	0.12	\$8,850	\$5,337	\$11,146	\$11,146	\$11,146	\$47,625
75	Associate Director, Family Subsidy Services	\$96,713	1.00	20%	0.20	\$9,896	\$14,682	\$19,139	\$19,139	\$19,139	\$81,985
76	Business & Technology Support Data Coordinator	\$54,900	1.00	4%	0.04	\$0	\$2,202	\$2,173	\$2,173	\$2,173	\$8,721
77	Budget & Contracts Manager	\$93,000	1.00	14%	0.14	\$0	\$11,364	\$12,882	\$12,882	\$12,882	\$50,010
78	CCR&R II: Education & Outreach Specialist	\$45,914	1.00	20%	0.20	\$8,228	\$6,505	\$9,086	\$9,086	\$9,086	\$41,991
79	CCR&R II: Education & Outreach Specialist	\$47,258	1.00	20%	0.20	\$6,615	\$6,757	\$9,352	\$9,352	\$9,352	\$41,428
80	Chief Financial Officer	\$190,000	1.00	13%	0.13	\$14,928	\$21,952	\$24,242	\$24,242	\$24,242	\$109,606
81	Chief Program Officer	\$170,556	1.00	17%	0.17	\$14,427	\$27,923	\$28,689	\$28,689	\$28,689	\$128,418
82	Director of Financial and Operation	\$152,250	1.00	14%	0.14	\$0	\$0	\$21,091	\$21,091	\$21,091	\$63,273
83	Data Strategist	\$97,227	1.00	14%	0.14	\$3,022	\$13,895	\$13,468	\$13,468	\$13,468	\$57,120
84	Director IT	\$137,961	1.00	14%	0.14	\$12,320	\$17,221	\$19,111	\$19,111	\$19,111	\$85,874
85	Director of Advancement	\$153,758	1.00	10%	0.10	\$9,756	\$17,889	\$15,214	\$15,214	\$15,214	\$73,286
86	Director, Parent Services	\$103,769	1.00	14%	0.14	\$11,175	\$12,547	\$14,374	\$14,374	\$14,374	\$66,843
87	Facilities Coordinator	\$50,704	1.00	14%	0.14	\$3,848	\$7,393	\$7,024	\$7,024	\$7,024	\$32,313
88	Family Support Training Supervisor	\$58,834	1.00	20%	0.20	\$6,978	\$10,929	\$11,643	\$11,643	\$11,643	\$52,835
89	Finance Manager & Controller	\$127,470	1.00	16%	0.16	\$13,032	\$17,868	\$20,180	\$20,180	\$20,180	\$91,440
90	Strategic Innovations Manager	\$98,566	1.00	14%	0.14	\$5,794	\$11,416	\$13,656	\$13,656	\$13,656	\$58,178
91	Community Outreach & Partnership Manager	\$74,951	1.00	20%	0.20	\$0	\$6,071	\$14,833	\$14,833	\$14,833	\$50,570
92	IT Support Specialist	\$54,647	1.00	14%	0.14	\$0	\$6,879	\$7,570	\$7,570	\$7,570	\$29,589
93	Network Manager	\$82,241	1.00	14%	0.14	\$8,039	\$11,664	\$11,392	\$11,392	\$11,392	\$53,880
94	Office Coordinator	\$53,799	1.00	14%	0.14	\$5,596	\$7,940	\$7,453	\$7,453	\$7,453	\$35,895
95	Operation Office Manager	\$93,831	1.00	14%	0.14	\$9,937	\$12,814	\$12,997	\$12,997	\$12,997	\$60,543
96	Operations Support	\$28,760	0.56	14%	0.14	\$1,467	\$3,876	\$3,985	\$3,985	\$3,985	\$17,298
97	Senior Accountant & Budget Analyst	\$68,847	1.00	14%	0.14	\$7,849	\$7,004	\$9,260	\$9,260	\$9,260	\$42,633
98	Staff Account	\$34,894	0.15	5%	0.05	\$5,456	\$1,760	\$1,726	\$1,726	\$1,726	\$12,413
99	Systems Administration Manager	\$97,881	1.00	15%	0.15	\$9,835	\$13,881	\$14,328	\$14,328	\$14,328	\$67,300
100	Web Developer/Administrator	\$80,551	1.00	14%	0.14	\$7,589	\$11,432	\$11,159	\$11,159	\$11,159	\$52,498
101											\$0
102	TOTALS		86.07		16.67	\$577,973	\$857,163	\$986,974	\$986,974	\$986,974	\$4,396,049
103											
104	FRINGE BENEFIT RATE	25.08%									
105	EMPLOYEE FRINGE BENEFITS	\$0				\$166,940	\$226,012	\$247,526	\$247,526	\$247,526	\$1,124,630
106											
107											
108	TOTAL SALARIES & BENEFITS	\$0				\$734,913	\$1,082,165	\$1,234,500	\$1,234,500	\$1,234,500	\$5,520,578
109	HSA #2										10/25/2019

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Appendix B, Page 8														
2															
3															
4	Program: ELS/Local Subsidy														
5	(Same as Line 9 on HSA #1)														
6															
7	<b>Operating Expense Detail</b>														
8															
9															
10															
11															
12	Expenditure Category	TERM	Actual FY17-18	Actual FY18-19	Budgeted FY19-20	New FY20-21	New FY21-22	TOTAL							
13	Rental of Property		\$77,930	\$128,650	\$130,801	\$130,801	\$130,801	\$ 598,982							
14	Utilities(Elec, Water, Gas, Phone, Scavenger)		\$24,969	\$42,492	\$36,566	\$36,566	\$36,566	\$ 177,159							
15	Office Supplies, Postage		\$15,576	\$29,601	\$28,379	\$28,379	\$28,379	\$ 130,314							
16	Building Maintenance Supplies and Repair		\$18,395	\$43,552	\$15,924	\$15,924	\$15,924	\$ 109,720							
17	Printing and Reproduction		\$18,301	\$24,332	\$10,624	\$10,624	\$10,624	\$ 74,506							
18	Insurance		\$4,199	\$2,986	\$3,900	\$3,900	\$3,900	\$ 18,885							
19	Staff Training		\$11,968	\$11,812	\$21,252	\$21,252	\$21,252	\$ 87,536							
20	Staff Travel-(Local & Out of Town)		\$89	\$216	\$633	\$633	\$633	\$ 2,204							
21	Rental of Equipment			\$0	\$1,331	\$1,331	\$1,331	\$ 3,993							
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE														
23	Consultant		\$52,341	\$113,974	\$54,331	\$54,331	\$54,331	\$ 329,308							
24								\$ -							
25								\$ -							
26								\$ -							
27	OTHER														
28	Program Supplies		\$3,144	\$6,867	\$495	\$495	\$495	\$ 11,496							
29	Dues and Subscriptions		\$3,383	\$6,862	\$2,968	\$2,968	\$2,968	\$ 19,149							
30	Bank Charges		\$9,370	\$13,802	\$10,379	\$10,379	\$10,379	\$ 54,309							
31	Technical Support		\$17,504	\$29,286	\$20,420	\$20,420	\$20,420	\$ 108,050							
32	Provider/Parent Incentives		\$0	\$0	\$317	\$317	\$317	\$ 951.00							
33															
34	<b>TOTAL OPERATING EXPENSE</b>		<b>\$257,168</b>	<b>\$454,435</b>	<b>\$338,320</b>	<b>\$338,320</b>	<b>\$338,320</b>	<b>\$1,726,563</b>							
35															
36	HSA #3 10/25/2019														

	A	B	C	D	E	F	G	H
1	Appendix B, Page 9							
2								
3								
4	Program: ELS/Local Subsidy							
5	(Same as Line 9 on HSA #1)							
6								
7	<b>Program Expenditure Detail</b>							
8								
9								
10	<b>EQUIPMENT</b>	<b>TERM</b>	<b>FY17-18</b>	<b>Actual FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>	<b>TOTAL</b>
11	No.	ITEM/DESCRIPTION						
12	3	New PCs	-	2,518	-	-	-	2,518
13								0
14								0
15								0
16								0
17								0
18								0
19	TOTAL EQUIPMENT COST		0	2,518	0	0	0	2,518
20								
21	<b>R E M O D E L I N G</b>							
22	Description:							0
23								0
24								0
25								0
26								0
27								0
28	TOTAL REMODELING COST		0	0	0			0
29								
30	TOTAL CAPITAL EXPENDITURE		0	2,518	0			2,518
31	(Equipment and Remodeling Cost)							
32	HSA #4							10/25/2019

	A	B	C	D	E	F	G
1	Appendix B, Page						10
2							
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>						
4	<b>BY PROGRAM</b>						
5	Name			Term			
6	Children's Council of San Francisco			July 1, 2017-June 30, 2022			
7	(Check One) New <input type="checkbox"/> Renewal <input checked="" type="checkbox"/> Modification <input type="checkbox"/>						
8	If modification, Effective Date of Mod. No. of Mod.						
9	<b>Program: - ELS Fiscal Intermediary</b>						
10	Budget Reference Page No.(s)						
11	Program Term	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Total
12	<b>Expenditures</b>						
13	Salaries & Benefits	\$343,270	\$306,481	\$278,436	\$278,436	\$278,436	\$1,485,059
14	Operating Expense	\$76,505	\$88,693	\$143,750	\$128,750	\$128,750	\$566,448
15	<b>Subtotal</b>	<b>\$419,775</b>	<b>\$395,175</b>	<b>\$422,186</b>	<b>\$407,186</b>	<b>\$407,186</b>	<b>\$2,051,507</b>
16	Indirect Percentage (%)	11.5%	10.9%	11.7%	12.1%	12.1%	
17	Indirect Cost (Line 16 X Line 15)	\$48,108	\$43,000	\$49,420	\$49,420	\$49,417	\$239,365
18	Capital Expenditure						\$0
19	<b>Subtotal w/o Pass-through</b>	<b>\$467,883</b>	<b>\$438,175</b>	<b>\$471,606</b>	<b>\$456,606</b>	<b>\$456,603</b>	<b>\$2,290,872</b>
20	Direct Client Pass-through	\$20,825,108	\$19,286,666	\$35,722,059	\$34,612,730	\$27,798,369	\$138,244,932
21	<b>Total Expenditures</b>	<b>\$21,292,991</b>	<b>\$19,724,841</b>	<b>\$36,193,665</b>	<b>\$35,069,336</b>	<b>\$28,254,972</b>	<b>\$140,535,804</b>
22	<b>HSA Revenues</b>						
23	General Fund - Admin	\$467,883	\$438,175	\$471,606	\$456,606	\$456,603	\$2,290,872
24	General Fund - Pass-Through - ELS Gap	\$10,028,383	\$11,095,951	\$11,428,829	\$12,000,270	\$12,600,284	\$57,153,717
25	General Fund - Pass-Through - PFA	\$5,028,819	\$5,302,290	\$5,461,359	\$5,734,427	\$6,021,148	\$27,548,043
26	General Fund - Pass-Through - FACES FCCN	\$1,177,380	\$1,564,147	\$1,600,000	\$1,680,000	\$1,764,000	\$7,785,527
27	General Fund - Pass-Through - Holy Family	\$72,938	\$72,938	\$77,004	\$80,854	\$84,897	\$388,631
28	General Fund - Pass-Through - Annual Quality Grant	\$1,365,588	\$1,094,898	\$1,799,696	\$1,889,681	\$1,984,165	\$8,134,028
29	General Fund - Pass-Through - Mission Analytics	\$24,500	\$0	\$25,000	\$26,250	\$27,563	\$103,313
30	General Fund - Pass-Through - TIDA CYO	\$40,000	\$124,750	\$128,492	\$134,917	\$141,663	\$569,822
31	General Fund - Pass-Through - Registry	\$0	\$0	\$40,000	\$42,000	\$44,100	\$126,100
32	General Fund - Pass-Through - FCCASF	\$71,822	\$28,345	\$120,782	\$81,389	\$85,459	\$387,796
33	General Fund - Pass-Through - OECE Drop-Ins	\$10,349	\$2,249	\$4,897	\$5,142	\$5,399	\$28,036
34	General Fund - Pass-Through - Trustline	\$191	\$1,098	\$3,000	\$3,150	\$3,308	\$10,747
35	General Fund - Pass-Through - CalWork Communica	\$0	\$0	\$30,000	\$31,500	\$33,075	\$94,575
36	General Fund - Pass-Through - ELSF Ambassadors	\$0	\$0	\$3,000	\$3,150	\$3,308	\$9,458
37	General Fund - Pass-Through - Teacher Stipends	\$0	\$0	\$15,000,000	\$12,900,000	\$5,000,000	\$32,900,000
38	General Fund - Pass-Through - Transition Funding	\$2,988,313	\$0	\$0	\$0	\$0	\$2,988,313
39	General Fund - Pass-Through - Translation Services	\$16,825	\$0	\$0	\$0	\$0	\$16,825
40							
41	<b>TOTAL HSA REVENUES</b>	<b>\$21,292,991</b>	<b>\$19,724,841</b>	<b>\$36,193,665</b>	<b>\$35,069,336</b>	<b>\$28,254,972</b>	<b>\$140,535,804</b>
42	<b>Other Revenues</b>						
43							
44							
45							
46							
47							
48	<b>Total Revenues</b>	<b>\$21,292,991</b>	<b>\$19,724,841</b>	<b>\$36,193,665</b>	<b>\$35,069,336</b>	<b>\$28,254,972</b>	<b>\$140,535,804</b>
49	Full Time Equivalent (FTE)						
51	Prepared by: Cody Cheng	Telephone No.:				Date	
52	HSA-CO Review Signature: _____						
53	HSA #1						10/25/2019

Appendix B, Page 11												
1	A	B	C	D	E	F	G	H	I	J	K	
2	Program: ELS Fiscal Intermediary											
3	(Same as Line 9 on HSA #1)											
4	Salaries & Benefits Detail											
5						FY17-18	FY18-19	FY19-20	FY20-21	FY21-22		
6		Agency Totals		For HSA Program:		Fiscal Intermediary	Fiscal Intermediary	Fiscal Intermediary	Fiscal Intermediary	Fiscal Intermediary	TOTAL	
7		Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Actual Salary	Actual Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	7/1/17-6/30/22	
8	12	POSITION TITLE										
9	13	Director of Provider Services	\$120,812	1.00	60%	0.60	\$83,971	\$75,998	\$72,487	\$72,487	\$72,487	\$377,429
10	14	Provider Business Supports Manager	\$70,382	1.00	60%	0.60	\$42,078	\$40,812	\$42,229	\$42,229	\$42,229	\$209,577
11	15	BATS Coordinator	\$66,872	1.00	50%	0.50	\$55,194	\$28,420	\$28,436	\$28,436	\$28,436	\$168,922
12	16	BATS Coordinator	\$49,254	1.00	50%	0.50	\$11,922	\$23,655	\$24,627	\$24,627	\$24,627	\$109,458
13	17	BATS Coordinator	\$54,898	1.00	50%	0.50	\$18,820	\$26,328	\$27,449	\$27,449	\$27,449	\$127,494
14	18	A/P Accountant	\$88,597	1.00	35%	0.35	\$21,158	\$24,078	\$24,009	\$24,009	\$24,009	\$117,263
15	19	Fiscal Department Manager	\$127,480	1.00	5%	0.05	\$17,958	\$18,368	\$6,374	\$6,374	\$6,374	\$55,448
16	20	Systems Administration Manager					\$17,445	\$5,829				\$23,274
17	21											\$0
18	22	TOTALS		7.00		3.16	\$288,545	\$243,487	\$225,611	\$225,611	\$225,611	\$1,188,865
19	23	FRINGE BENEFIT RATE	25.08%									
20	24	EMPLOYEE FRINGE BENEFITS	\$0				\$74,725	\$62,994	\$52,825	\$52,825	\$52,825	\$296,194
21	25											
22	26											
23	27	TOTAL SALARIES & BENEFITS	\$0				\$343,270	\$306,481	\$278,436	\$278,436	\$278,436	\$1,485,059
24	28	HSA #2										10/25/2019

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Appendix B, Page														12
2															
3															
4	Program: ELS Fiscal Intermediary														
5	(Same as Line 9 on HSA #1)														
6															
7	<b>Operating Expense Detail</b>														
8															
9															
10															
11															
12	Expenditure Category	TERM	Actual FY17-18	Actual FY18-19	Budgeted FY19-20	New FY20-21	New FY21-22	TOTAL							
13	Rental of Property		\$35,026	\$38,040	\$44,050	\$44,050	\$44,050	\$ 205,216							
14	Utilities(Elec, Water, Gas, Phone, Scavenger)		\$9,748	\$11,791	\$13,060	\$13,060	\$13,060	\$ 60,719							
15	Office Supplies, Postage		\$6,340	\$5,602	\$13,502	\$13,502	\$13,502	\$ 52,448							
16	Building Maintenance Supplies and Repair		\$3,703	\$11,647	\$5,409	\$5,409	\$5,409	\$ 31,577							
17	Printing and Reproduction		\$3,469	\$6,169	\$8,249	\$8,249	\$8,249	\$ 34,384							
18	Insurance		\$1,729	\$1,727	\$1,700	\$1,700	\$1,700	\$ 8,557							
19	Staff Training		\$2,036	\$574	\$5,301	\$5,301	\$5,301	\$ 18,513							
20	Staff Travel-(Local & Out of Town)		\$26	\$0	\$283	\$283	\$283	\$ 875							
21	Rental of Equipment			\$0	\$537	\$537	\$537	\$ 1,611							
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE														
23	Consultant		\$2,628	\$6,353	\$41,271	\$26,271	\$26,271	\$ 102,794							
24								\$ -							
25								\$ -							
26								\$ -							
27	OTHER														
28	Program Supplies		\$1,934	\$500	\$1,260	\$1,260	\$1,260	\$ 6,214							
29	Dues and Subscriptions		\$139	\$257	\$0	\$0	\$0	\$ 396							
30	Bank Charges		\$8,229	\$6,034	\$6,078	\$6,078	\$6,078	\$ 32,497							
31	Technical Support		\$1,498	\$0	\$3,050	\$3,050	\$3,050	\$ 10,647.75							
32															
33	<b>TOTAL OPERATING EXPENSE</b>		<b>\$76,505</b>	<b>\$88,693</b>	<b>\$143,750</b>	<b>\$128,750</b>	<b>\$128,750</b>	<b>\$566,448</b>							
34															
35	HSA #3														10/25/2019

	A	B	C	D	E	F	G
1	Appendix B, Page						13
2							
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>						
4	<b>BY PROGRAM</b>						
5	Name			Term			
6	Children's Council of San Francisco			July 1, 2017-June 30, 2022			
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>						
8	If modification, Effective Date of Mod.		No. of Mod.				
9	<b>Program: Resource &amp; Referral</b>						
10	Budget Reference Page No.(s)	Actual	Actual	Budgeted	New	New	
11	Program Term	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Total
12	<b>Expenditures</b>						
13	Salaries & Benefits	\$257,344	\$247,956	\$249,717	\$257,208	\$264,925	\$1,277,150
14	Operating Expense	\$81,006	\$112,154	\$121,214	\$121,214	\$124,849	\$560,437
15	<b>Subtotal</b>	<b>\$338,350</b>	<b>\$360,110</b>	<b>\$370,931</b>	<b>\$378,422</b>	<b>\$389,774</b>	<b>\$1,837,587</b>
16	Indirect Percentage (%)	13.5%	10.4%	10.4%	11.5%	11.5%	
17	Indirect Cost (Line 16 X Line 15)	\$45,624	\$37,580	\$38,690	\$43,488	\$44,793	\$210,175
18	Capital Expenditure	\$796	-	-	-	-	\$796
19	<b>Total Expenditures</b>	<b>\$384,769</b>	<b>\$397,690</b>	<b>\$409,621</b>	<b>\$421,910</b>	<b>\$434,567</b>	<b>\$2,048,557</b>
20	<b>HSA Revenues</b>						
21	Admin (mixed State/Fed/Local funds)	\$384,769	\$397,690	\$409,621	\$421,910	\$434,567	\$2,048,557
22							
23							
24							
25							
26							
27							
28							
29	<b>TOTAL HSA REVENUES</b>	<b>\$384,769</b>	<b>\$397,690</b>	<b>\$409,621</b>	<b>\$421,910</b>	<b>\$434,567</b>	<b>\$2,048,557</b>
30	<b>Other Revenues</b>						
31							
32							
33							
34							
35							
36	<b>Total Revenues</b>	<b>\$384,769</b>	<b>\$397,690</b>	<b>\$409,621</b>	<b>\$421,910</b>	<b>\$434,567</b>	<b>\$2,048,557</b>
37	Full Time Equivalent (FTE)						
39	Prepared by: Cody Cheng	Telephone No.:				Date	
40	HSA-CO Review Signature:						
41	HSA #1						10/25/2019



	A	B	C	D	E	F	G	H	I	J	K
1	Appendix B, Page 14										
2											
3											
4	Program: Resource & Referral										
5	(Same as Line 9 on HSA #1)										
6											
7	Salaries & Benefits Detail										
8											
9											
10											
11		Agency Totals		For HSA Program		FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	
12	POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	R&R Actual Salary	R&R Actual Salary	R&R Budgeted Salary	R&R Budgeted Salary	R&R Budgeted Salary	TOTAL 7/1/17-6/30/22
13	Innovation and Strategic Partnerships Manager	\$101,544	1.00	30%	0.30	\$45,683	\$37,710	\$29,576	\$30,463	\$31,377	\$174,809
14	Director, Parent Services	\$106,882	1.00	15%	0.15	\$9,485	\$13,126	\$15,585	\$16,032	\$16,513	\$70,721
15	CCR&R Supervisor	\$67,954	1.00	100%	1.00	\$51,670	\$57,500	\$65,975	\$67,954	\$69,993	\$313,092
16	Associate Director of Parent Services	\$96,693	1.00	30%	0.30	\$21,216	\$19,690	\$28,163	\$29,008	\$29,878	\$127,955
17	CCR&R II Education & Outreach Specialist	\$47,075	1.00	55%	0.55	\$31,395	\$18,397	\$25,137	\$25,891	\$26,668	\$127,488
18	CCR&R II Education & Outreach Specialist	\$49,799	1.00	55%	0.55	\$43,376	\$16,920	\$26,592	\$27,390	\$28,212	\$142,490
19	CCR&R III Family Support Navigator	\$51,363	1.00	15%	0.15	\$0	\$14,618	\$7,480	\$7,704	\$7,935	\$37,737
20	CCR&R IV Family Support Navigator	\$58,129	1.00	22%	0.22	\$0	\$29,180	\$12,416	\$12,788	\$13,172	\$67,556
21											\$0
22	TOTALS		8.00		3.22	\$202,826	\$207,141	\$210,804	\$217,230	\$223,748	\$1,061,849
23											
24	FRINGE BENEFIT RATE	25.08%									
25	EMPLOYEE FRINGE BENEFITS	\$0				\$54,518	\$40,815	\$38,813	\$39,978	\$41,177	\$216,301
26											
27											
28	TOTAL SALARIES & BENEFITS	\$0				\$257,344	\$247,956	\$249,717	\$257,208	\$264,925	\$1,277,150
29	HSA #2										10/25/2019

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Appendix B, Page														15
2															
3															
4	<b>Program: Resource &amp; Referral</b>														
5	(Same as Line 9 on HSA #1)														
6															
7	<b>Operating Expense Detail</b>														
8															
9															
10															
11															
12	<b>Expenditure Category</b>	<b>TERM</b>	<b>Actual FY17-18</b>	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>New FY20-21</b>	<b>New FY21-22</b>								<b>TOTAL</b>
13	Rental of Property		\$30,481	\$33,327	\$33,327	\$33,327	\$35,327								\$ 165,789
14	Utilities(Elec, Water, Gas, Phone, Scavenger)		\$8,735	\$8,518	\$8,518	\$8,518	\$9,018								\$ 43,307
15	Office Supplies, Postage		\$5,897	\$6,516	\$6,267	\$6,267	\$6,267								\$ 31,214
16	Building Maintenance Supplies and Repair		\$3,228	\$7,427	\$2,746	\$2,746	\$3,246								\$ 19,393
17	Printing and Reproduction		\$3,141	\$5,558	\$6,086	\$6,086	\$6,721								\$ 27,592
18	Insurance		\$1,489	\$1,650	\$1,650	\$1,650	\$1,650								\$ 8,089
19	Staff Training		\$6,856	\$2,188	\$14,929	\$14,929	\$14,929								\$ 53,831
20	Staff Travel-(Local & Out of Town)		\$93	\$297	\$1,746	\$1,746	\$1,746								\$ 5,628
21	Rental of Equipment		\$0	\$0	\$273	\$273	\$273								\$ 819
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE														
23	Consultant		\$8,753	\$36,620	\$30,439	\$30,439	\$30,439								\$ 136,690
24															\$ -
25															\$ -
26															\$ -
27	OTHER														
28	Program Supplies		\$580	\$2,856	\$3,357	\$3,357	\$3,357								\$ 13,507
29	Provider/Parent Incentives		\$2,320	\$1,000	\$560	\$560	\$560								\$ 5,000
30	Dues and Subscriptions		\$4,733	\$6,197	\$3,197	\$3,197	\$3,197								\$ 20,521
31	Technical Support		\$4,700	\$0	\$8,119	\$8,119	\$8,119								\$ 29,057.00
32															
33	<b>TOTAL OPERATING EXPENSE</b>		<b>\$81,006</b>	<b>\$112,154</b>	<b>\$121,214</b>	<b>\$121,214</b>	<b>\$124,849</b>								<b>\$560,437</b>
34															
35	HSA #3														10/25/2019

	A	B	C	D	E	F	G	H	
1	Appendix B, Page							16	
2									
3									
4	Program: Resource & Referral								
5	(Same as Line 9 on HSA #1)								
6									
7	<b>Program Expenditure Detail</b>								
8									
9								<b>Actual</b>	<b>TOTAL</b>
10	<b>EQUIPMENT</b>	<b>TERM</b>	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>		
11	No.	ITEM/DESCRIPTION							
12	2	Computers	796	-	-	-	-	796	
13								-	
14								-	
15								-	
16								-	
17								-	
18	<b>TOTAL EQUIPMENT COST</b>		796	-	-	-	-	796	
19									
20	<b>R E M O D E L I N G</b>								
21	Description:							0	
22								0	
23								0	
24								0	
25								0	
26								0	
27	<b>TOTAL REMODELING COST</b>		0	0	0			0	
28									
29	<b>TOTAL CAPITAL EXPENDITURE</b>		796	0	0			796	
30	(Equipment and Remodeling Cost)								
31	<b>HSA #4</b>							10/25/2019	

	A	B	C	D	E	F	G
1	Appendix B, Page						17
2							
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>						
4	<b>BY PROGRAM</b>						
5	Name			Term			
6	Children's Council of San Francisco			July 1, 2017-June 30, 2022			
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>						
8	If modification, Effective Date of Mod.			No. of Mod.			
9	<b>Program: Help Desk</b>						
10	Budget Reference Page No.(s)	Actual	Actual	Budgeted	New	New	
11	Program Term	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	Total
12	<b>Expenditures</b>						
13	Salaries & Benefits	\$69,159	\$169,626	\$191,561	\$191,561	\$191,561	\$813,469
14	Operating Expense	\$17,071	\$50,170	\$69,041	\$69,041	\$69,041	\$274,363
15	Subtotal	\$86,230	\$219,796	\$260,602	\$260,602	\$260,602	\$1,087,832
16	Indirect Percentage (%)	14.8%	13.7%	12.0%	12.0%	12.0%	
17	Indirect Cost (Line 16 X Line 15)	\$12,801	30,058	31,219	31,219	31,219	\$136,515
18	Capital Expenditure						
19	<b>Total Expenditures</b>	<b>\$99,031</b>	<b>\$249,854</b>	<b>\$291,821</b>	<b>\$291,821</b>	<b>\$291,821</b>	<b>\$1,224,347</b>
20	<b>HSA Revenues</b>						
21	General Fund - Admin	\$99,031	\$249,854	\$291,821	\$291,821	\$291,821	\$1,224,347
22							
23							
24							
25							
26							
27							
28							
29	<b>TOTAL HSA REVENUES</b>	<b>\$99,031</b>	<b>\$249,854</b>	<b>\$291,821</b>	<b>\$291,821</b>	<b>\$291,821</b>	<b>\$1,224,347</b>
30	<b>Other Revenues</b>						
31							
32							
33							
34							
35							
36	<b>Total Revenues</b>	<b>\$99,031</b>	<b>\$249,854</b>	<b>\$291,821</b>	<b>\$291,821</b>	<b>\$291,821</b>	<b>\$1,224,347</b>
37	Full Time Equivalent (FTE)						
39	Prepared by: Cody Cheng	Telephone No.:				Date	
40	HSA-CO Review Signature: _____						
41	HSA #1						10/25/2019

Appendix B, Page 18											
1											
2											
3											
4	Program: Help Desk										
5	(Same as Line 9 on HSA #1)										
6											
7	Salaries & Benefits Detail										
8											
9											
10											
11		Agency Totals		For HSA Program		FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	TOTAL
12	POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Help Desk Actual Salary	Help Desk Actual Salary	Help Desk Budgeted Salary	Help Desk Budgeted Salary	Help Desk Budgeted Salary	7/1/17-6/30/22
13	Director, Provider Services	\$120,812	1.00	10%	0.10	\$14,607	\$11,692	\$12,081	\$12,081	\$12,081	\$62,742
14	Manager, Business and Technology Support	\$70,382	1.00	40%	0.40	\$0	\$27,208	\$28,153	\$28,153	\$28,153	\$111,667
15	BATS Coordinator	\$56,872	1.00	50%	0.50	\$15,174	\$28,420	\$28,436	\$28,436	\$28,436	\$128,902
16	BATS Coordinator	\$49,254	1.00	50%	0.50	\$23,952	\$22,962	\$24,627	\$24,627	\$24,627	\$120,795
17	BATS Coordinator	\$54,898	1.00	30%	0.30	\$0	\$15,797	\$16,469	\$16,469	\$16,469	\$65,204
18	BATS Coordinator	\$45,452	1.00	100%	1.00	\$0	\$23,796	\$45,452	\$45,452	\$45,452	\$160,152
19	TOTALS		6.00		2.80	\$53,933	\$129,874	\$155,218	\$155,218	\$155,218	\$649,461
20											
21	FRINGE BENEFIT RATE	23.41%									
22	EMPLOYEE FRINGE BENEFITS	\$0				\$15,227	\$39,762	\$36,343	\$36,343	\$36,343	\$164,008
23											
24											
25	TOTAL SALARIES & BENEFITS	\$0				\$69,159	\$169,626	\$191,561	\$191,561	\$191,561	\$813,469
26	HSA #2										10/25/2018

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Appendix B, Page														19
2															
3															
4	Program: Help Desk														
5	(Same as Line 9 on HSA #1)														
6															
7	Operating Expense Detail														
8															
9															
10															
11															
12	Expenditure Category	TERM	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	TOTAL							
13	Rental of Property		\$10,549	\$23,604	\$24,370	\$24,370	\$24,370	\$ 107,263							
14	Utilities(Elec, Water, Gas, Phone, Scavenger)		\$2,407	\$7,435	\$7,354	\$7,354	\$7,354	\$ 31,904							
15	Office Supplies, Postage		\$1,951	\$3,145	\$5,186	\$5,186	\$5,186	\$ 20,654							
16	Building Maintenance Supplies and Repair		\$1,115	\$8,443	\$2,439	\$2,439	\$2,439	\$ 16,875							
17	Printing and Reproduction		\$378	\$3,570	\$5,543	\$5,543	\$5,543	\$ 20,577							
18	Insurance		\$393	\$1,072	\$1,000	\$1,000	\$1,000	\$ 4,465							
19	Staff Training		\$78	\$591	\$2,652	\$2,652	\$2,652	\$ 8,625							
20	Staff Travel-(Local & Out of Town)		\$0	\$16	\$196	\$196	\$196	\$ 604							
21	Rental of Equipment		\$0	\$0	\$242	\$242	\$242	\$ 726							
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE														
23	Consultant		\$190	\$1,559	\$17,545	\$17,545	\$17,545	\$ 54,384							
24								\$ -							
25								\$ -							
26								\$ -							
27	OTHER														
28	Program Supplies		\$0	\$480	\$1,138	\$1,138	\$1,138	\$ 3,894							
29	Technical Support		\$0	\$155	\$1,376	\$1,376	\$1,376	\$ 4,283							
30	Dues and Subscriptions		\$9	\$100				\$ 109.15							
31															
32	<b>TOTAL OPERATING EXPENSE</b>		<b>\$17,071</b>	<b>\$50,170</b>	<b>\$69,041</b>	<b>\$69,041</b>	<b>\$69,041</b>	<b>\$274,363</b>							
33															
34	HSA #3														10/25/2019

	A	B	C	D	E	F	G	H	
1							Appendix B, Page	20	
2							Document Date:	11/13/2019	
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>								
4	<b>BY PROGRAM</b>								
5	Name						Term		
6	Children's Council of San Francisco						July 1, 2017 - June 30, 2022		
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>								
8	If modification, Effective Date of Mod. No. of Mod.								
9	<b>Program: CPAC</b>								
10	Budget Reference Page No.(s)	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	CPAC Total		
11	Program Term	CPAC	CPAC	CPAC	CPAC	CPAC	CPAC Total		
12	Expenditures								
13	Salaries & Benefits						\$	-	
14	Operating Expense						\$	-	
15	Subtotal						\$	-	
16	Indirect Percentage (%)								
17	Indirect Cost (Line 16 X Line 15)	\$1,580	\$1,103	\$1,610	\$1,610	\$1,610	\$	7,513	
18	Capital Expenditure						\$	-	
19	Direct Client Pass-Through	\$18,360	\$18,476	\$20,000	\$21,000	\$22,050	\$	99,886	
20	<b>Total Expenditures</b>	<b>\$19,941</b>	<b>\$19,578</b>	<b>\$21,610</b>	<b>\$22,610</b>	<b>\$23,660</b>	<b>\$</b>	<b>107,399</b>	
21	HSA Revenues								
22	General Fund - Admin	\$1,580	\$1,103	\$1,610	\$1,610	\$1,610	\$	7,513	
23	General Fund - Pass-Through - CPAC	\$18,360	\$18,476	\$20,000	\$21,000	\$22,050	\$	99,886	
24									
25									
26									
27									
28									
29									
30									
31									
32									
33									
34									
35									
36									
37	<b>TOTAL HSA REVENUES</b>	<b>\$19,941</b>	<b>\$19,578</b>	<b>\$21,610</b>	<b>\$22,610</b>	<b>\$23,660</b>	<b>\$</b>	<b>107,399</b>	
38	Other Revenues								
39									
40									
41									
42									
43									
44	<b>Total Revenues</b>	<b>\$19,941</b>	<b>\$19,578</b>	<b>\$21,610</b>	<b>\$22,610</b>	<b>\$23,660</b>	<b>\$</b>	<b>107,399</b>	
45	Full Time Equivalent (FTE)								
47	Prepared by: Cody Cheng							Date	10/25/19
48	HSA-CO Review Signature:								
49	HSA #1								

	A	B	C	D	E	F	G	H
1							Appendix B, Page	21
2							Document Date:	11/15/2019
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>							
4	<b>BY PROGRAM</b>							
5	Name						Term	
6	Children's Council of San Francisco						July 1, 2017 - June 30, 2022	
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>							
8	If modification, Effective Date of Mod.				No. of Mod.			
9	<b>Program: State QRIS Block Grant</b>							
10	Budget Reference Page No.(s)	FY17-18 State QRIS Block Grant	FY18-19 State QRIS Block Grant	FY19-20 State QRIS Block Grant	FY20-21 State QRIS Block Grant	FY21-22 State QRIS Block Grant	State QRIS Block Grant Total	
11	Program Term							
12	<b>Expenditures</b>							
13	Salaries & Benefits						\$	-
14	Operating Expense						\$	-
15	Subtotal						\$	-
16	Indirect Percentage (%)							
17	Indirect Cost (Line 16 X Line 15)						\$	-
18	Capital Expenditure						\$	-
19	Direct Client Pass-Through	\$1,034,344					\$	1,034,344
20	<b>Total Expenditures</b>	<b>\$1,034,344</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$</b>	<b>1,034,344</b>
21	<b>HSA Revenues</b>							
22	Annual Quality Grant (Mixed State/Fed/Local funds)	\$1,034,344					\$	1,034,344
23								
24								
25								
26								
27								
28								
29								
30								
31								
32								
33								
34								
35								
36								
37	<b>TOTAL HSA REVENUES</b>	<b>\$1,034,344</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$</b>	<b>1,034,344</b>
38	<b>Other Revenues</b>							
39								
40								
41								
42								
43								
44	<b>Total Revenues</b>	<b>\$1,034,344</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$</b>	<b>1,034,344</b>
45	Full Time Equivalent (FTE)							
47	Prepared by: Cody Cheng						Date 10/31/19	
48	HSA-CO Review Signature: _____							
49	HSA #1							



**HUMAN SERVICES AGENCY BUDGET SUMMARY**

**BY YEAR**

Name	Term							
<b>Wu Yee Children's Services</b>	<b>July 1, 2017 - June 30, 2022</b>							
(Check One) New    Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/>								
If modification, Effective Date of Mod. 1/1/2020    No. of Mod. 2								
Program: <b>ECE Integrated Services - ELS 17-22</b>								
	ACTUAL	ACTUAL	Original	Modification	Revised	New	New	
Budget Reference Page No.(s)	Y1	Y2	Y3			Y4	Y5	Y1 - Y5
Program Term	07/2017 - 06/2018	07/2018 - 06/2019	07/2019 - 06/2020			07/2020 - 06/2021	07/2021 - 06/2022	Total
<b>Expenditures</b>								
Salaries & Benefits	\$993,264	\$1,205,643	\$1,379,208	\$66,698	\$1,445,907	\$1,458,882	\$1,472,247	\$6,575,943
Operating Expense	\$321,031	\$224,901	\$277,899	(\$54,879)	\$223,020	\$225,155	\$227,355	\$1,221,462
<b>Subtotal</b>	<b>\$1,314,295</b>	<b>\$1,430,544</b>	<b>\$1,657,107</b>	<b>\$11,819</b>	<b>\$1,668,927</b>	<b>\$1,684,037</b>	<b>\$1,699,602</b>	<b>\$7,797,405</b>
Indirect Percentage (%)	15%	15%	15%	15%	15%	15%	15%	15%
Indirect Cost (Line 16 X Line 15)	200,468	214,906	248,567	1,772	250,339	\$252,606	\$254,940	\$1,173,259
Capital Expenditure	12,410							\$12,410
<b>Subtotal w/o Pass-Through</b>	<b>1,527,173</b>	<b>1,645,450</b>	<b>1,905,674</b>	<b>13,591</b>	<b>1,919,266</b>	<b>\$1,936,643</b>	<b>\$1,954,542</b>	<b>\$8,983,074</b>
Direct Client Pass-Through	\$9,625,454	\$11,085,079	\$11,538,362	\$2,006,058	\$13,544,420	\$14,221,641	\$14,932,723	\$63,409,317
<b>Total Expenditures</b>	<b>\$11,152,627</b>	<b>\$12,730,529</b>	<b>\$13,444,036</b>	<b>\$2,019,649</b>	<b>\$15,463,685</b>	<b>\$16,158,284</b>	<b>\$16,887,265</b>	<b>\$72,392,391</b>
<b>HSA Revenues</b>								
Mixed funding (local, state, etc.)	\$11,152,627	\$12,730,529	\$13,444,036	\$2,019,649	\$15,463,685	\$16,158,284	\$16,887,265	\$72,392,391
<b>TOTAL HSA REVENUES</b>	<b>\$11,152,627</b>	<b>\$12,730,529</b>	<b>\$13,444,036</b>	<b>\$2,019,649</b>	<b>\$15,463,685</b>	<b>\$16,158,284</b>	<b>\$16,887,265</b>	<b>\$72,392,391</b>
<b>Other Revenues</b>								
Prepared by: Mark Tao	Telephone No.: 415-230-7504						Date: 10/22/2019	
HSA-CO Review Signature:								
HSA #1								

HUMAN SERVICES AGENCY BUDGET SUMMARY  
BY PROGRAM

Name <b>Wu Yee Children's Services</b>															Term <b>July 1, 2017 - June 30, 2022</b>	
(Check One) <input type="checkbox"/> New <input type="checkbox"/> Renewal <input type="checkbox"/> Modification																
If modification, Effective Date of Mod. 1/1/2020 No. of Mod. 2																

Program	ELS - Voucher	ELS - Reserved	R&R	CaWorks Outreach	Y1 Total	ELS - Voucher	ELS - Reserved	R&R	Y2 Total	Original	Modification	Revised		Original	Modification	Revised		Y3 Total	ELS Voucher	ELS Reserve	R&R	Y4 Total	ELS Voucher	ELS Reserve	R&R	Y5 Total	CONTRACT TOTAL
												ELS - Voucher	ELS - Reserved	R&R			R&R										
Program: ECE Integrated Services 17-20																											
Budget Reference Page No.(s)																											
Program Term	07/2017 - 06/2018				07/2018 - 06/2019				07/2019 - 06/2020				07/2020 - 06/2021				07/2021 - 06/2022				FY17-22						
Expenditures																											
Salaries & Benefits	\$600,436	\$93,870	\$233,708	\$55,250	\$983,264	\$776,507	\$97,500	\$329,636	\$1,205,643	\$938,010	\$75,367	\$918,929	\$94,447	\$441,198	(\$8,669)	\$432,530	\$1,445,006	\$918,929	\$94,447	\$445,505	\$1,458,882	\$918,929	\$94,447	\$458,871	\$1,472,247	\$6,575,942	
Operating Expense	\$190,785	\$29,829	\$73,452	\$26,965	\$321,031	\$146,940	\$18,402	\$59,559	\$224,901	\$217,834	(\$65,993)	\$137,689	\$14,152	\$90,065	\$11,114	\$71,179	\$223,020	\$137,689	\$14,152	\$73,314	\$225,155	\$137,689	\$14,152	\$75,514	\$227,355	\$1,221,462	
Subtotal	\$791,221	\$123,699	\$307,160	\$82,215	\$1,314,295	\$925,447	\$115,902	\$389,195	\$1,430,544	\$1,155,844	\$9,374	\$1,056,618	\$108,599	\$501,263	\$2,445	\$503,708	\$1,668,926	\$1,056,618	\$108,599	\$518,820	\$1,684,037	\$1,056,618	\$108,599	\$534,384	\$1,699,602	\$7,797,404	
Indirect Percentage (%)	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
Indirect Cost (Line 16 X Line 15)	\$120,495	\$18,838	\$47,303	\$13,832	\$200,468	\$139,076	\$17,416	\$58,412	\$214,906	\$173,377.60	\$1,405.11	\$158,514	\$16,269	\$75,189	\$367	\$75,556	\$250,339	\$158,493	\$16,290	\$77,823	\$252,606	\$158,493	\$16,290	\$80,158	\$254,940	\$1,173,259	
Capital Expenditure	\$12,410	\$0	\$0	\$0	\$12,410	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,410	
Subtotal w/o Pass-Through	\$924,126	\$142,537	\$354,463	\$106,047	\$1,527,173	\$1,064,523	\$133,320	\$447,607	\$1,645,450	\$1,329,222	\$10,779	\$1,215,132	\$124,868	\$576,453	\$2,812	\$579,265	\$1,919,265	\$1,215,111	\$124,869	\$596,643	\$1,936,643	\$1,215,111	\$124,869	\$614,542	\$1,954,542	\$8,983,073	
Direct Client Pass-Through	\$8,324,389	\$1,301,065	\$0	\$0	\$9,625,454	\$9,851,512	\$1,233,567	\$0	\$11,086,979	\$11,538,362	\$2,006,058	\$12,239,250	\$1,305,170	\$0	\$0	\$0	\$13,544,420	\$12,851,213	\$1,370,429	\$0	\$14,221,641	\$13,493,773	\$1,438,950	\$0	\$14,932,723	\$63,409,317	
Total Expenditures	\$9,248,515	\$1,443,602	\$354,463	\$106,047	\$11,152,627	\$10,916,035	\$1,366,887	\$447,607	\$12,730,529	\$12,867,584	\$2,016,837	\$13,454,382	\$1,430,038	\$576,453	\$2,812	\$579,265	\$15,463,685	\$14,066,324	\$1,495,317	\$596,643	\$16,158,284	\$14,708,884	\$1,563,839	\$614,542	\$16,887,265	\$72,392,391	
HSA Revenues																											
Mixed funding (local, state, etc.)	\$9,248,515	\$1,443,602	\$354,463	\$106,047	\$11,152,627	\$10,916,035	\$1,366,887	\$447,607	\$12,730,529	\$12,867,584	\$2,016,837	\$13,454,382	\$1,430,038	\$576,453	\$2,812	\$579,265	\$15,463,685	\$14,066,324	\$1,495,317	\$596,643	\$16,158,284	\$14,708,884	\$1,563,839	\$614,542	\$16,887,265	\$72,392,391	
TOTAL HSA REVENUES	\$9,248,515	\$1,443,602	\$354,463	\$106,047	\$11,152,627	\$10,916,035	\$1,366,887	\$447,607	\$12,730,529	\$12,867,584	\$2,016,837	\$13,454,382	\$1,430,038	\$576,453	\$2,812	\$579,265	\$15,463,685	\$14,066,324	\$1,495,317	\$596,643	\$16,158,284	\$14,708,884	\$1,563,839	\$614,542	\$16,887,265	\$72,392,391	
Other Revenues																											

Prepared by: Mark Tao  
 HSA CO Review Signature: \_\_\_\_\_ Date: 10/22/2019  
 HSA #1

HUMAN SERVICES AGENCY BUDGET SUMMARY  
BY YEAR

79

Name <b>Wu Yee Children's Services</b>	Term July 1, 2019 - June 30, 2022
(Check One) New <input type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/> If modification, Effective Date of Mod. _____ No. of Mod. _____ Program: ECE Integrated Services FY17-22 - ELS Subsidy	

Budget Reference Page No.(s) Program Term	ACTUAL			ACTUAL			Original	Modification	Revised			New			New			FY17-22 TOTAL
	Y1			Y2					Y3			Y4			Y5			
	ELN Voucher	ELN Reserve	Total	ELN Voucher	ELN Reserve	Total			ELN Voucher	ELN Reserve	Total	ELN Voucher	ELN Reserve	Total	ELN Voucher	ELN Reserve	Total	
<b>Expenditures</b>																		
Salaries & Benefits	\$600,436	\$93,870	\$694,306	\$778,507	\$97,500	\$876,007	\$938,010	\$75,366	\$918,929	\$94,447	\$1,013,376	918,929	94,447	1,013,376	918,929	94,447	1,013,376	\$4,610,441
Operating Expense	\$190,785	\$29,829	\$220,614	\$146,940	\$18,402	\$165,342	\$217,834	(\$65,993)	\$137,689	\$14,152	\$151,841	137,689	14,152	151,841	137,689	14,152	151,841	\$841,479
<b>Subtotal</b>	<b>\$791,221</b>	<b>\$123,699</b>	<b>\$914,920</b>	<b>\$925,447</b>	<b>\$115,902</b>	<b>\$1,041,349</b>	<b>\$1,155,844</b>	<b>\$9,373</b>	<b>\$1,056,618</b>	<b>\$108,599</b>	<b>\$1,165,217</b>	<b>1,056,618</b>	<b>108,599</b>	<b>1,165,217</b>	<b>1,056,618</b>	<b>108,599</b>	<b>1,165,217</b>	<b>\$5,451,920</b>
Indirect Percentage (%)	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Indirect Cost (Line 16 X Line 15)	\$120,495	\$18,838	\$139,333	\$139,076	\$17,418	\$156,494	\$173,377	\$1,406	\$158,514	\$16,269	\$174,783	158,493	16,290	174,782.56	158,493	16,290	174,783	\$820,175
Capital Expenditure	\$12,410	\$0	\$12,410	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,410
Subtotal w/o Pass-Through	\$924,126	\$142,537	\$1,066,663	\$1,064,523	\$133,320	\$1,197,843	\$1,329,221	\$10,779	\$1,215,132	\$124,868	\$1,340,000	\$1,215,111	\$124,889	\$1,340,000	\$1,215,111	\$124,889	\$1,340,000	\$6,284,505
Direct Client Pass-Through	\$8,324,389	\$1,301,065	\$9,625,454	\$9,851,512	\$1,233,567	\$11,085,079	\$11,538,362	\$2,006,058	\$12,239,250	\$1,305,170	\$13,544,420	\$12,851,213	\$1,370,429	\$14,221,641	\$13,493,773	\$1,438,950	\$14,932,723	\$63,409,317
<b>Total Expenditures</b>	<b>\$9,248,515</b>	<b>\$1,443,602</b>	<b>\$10,692,117</b>	<b>\$10,916,035</b>	<b>\$1,366,887</b>	<b>\$12,282,922</b>	<b>\$12,867,581</b>	<b>\$2,016,837</b>	<b>\$13,454,382</b>	<b>\$1,430,038</b>	<b>\$14,884,420</b>	<b>\$14,066,324</b>	<b>\$1,495,317</b>	<b>\$15,561,641</b>	<b>\$14,708,884</b>	<b>\$1,563,839</b>	<b>\$16,272,723</b>	<b>\$69,693,822</b>
<b>HSA Revenues</b>																		
Local Funding (GF, PEEF, City work orders, etc.)	\$9,248,515	\$1,443,602	\$10,692,117	\$10,916,035	\$1,366,887	\$12,282,922	\$9,103,058	\$1,634,921	\$9,658,589	\$1,393,235	\$11,051,824	\$14,066,324	\$1,495,317	\$15,561,641	\$14,708,884	\$1,563,839	\$16,272,723	\$65,861,226
CalWORKs Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
COBS for FY20 (3%)							\$313,843	\$381,916	\$345,114	\$36,802	\$381,916							\$381,916
Infant & Toddler Funding (local funding including City work order)			\$0			\$0	\$3,450,680	\$0	\$3,450,680	\$0	\$3,450,680							\$3,450,680
<b>TOTAL HSA REVENUES</b>	<b>\$9,248,515</b>	<b>\$1,443,602</b>	<b>\$10,692,117</b>	<b>\$10,916,035</b>	<b>\$1,366,887</b>	<b>\$12,282,922</b>	<b>\$12,867,581</b>	<b>\$2,016,837</b>	<b>\$13,454,382</b>	<b>\$1,430,037</b>	<b>\$14,884,420</b>	<b>\$14,066,324</b>	<b>\$1,495,317</b>	<b>\$15,561,641</b>	<b>\$14,708,884</b>	<b>\$1,563,839</b>	<b>\$16,272,723</b>	<b>\$69,693,822</b>
<b>Other Revenues</b>																		
<b>Total Revenues</b>	<b>\$9,248,515</b>	<b>\$1,443,602</b>	<b>\$10,692,117</b>	<b>\$10,916,035</b>	<b>\$1,366,887</b>	<b>\$12,282,922</b>	<b>\$12,867,581</b>	<b>\$2,016,837</b>	<b>\$13,454,382</b>	<b>\$1,430,037</b>	<b>\$14,884,420</b>	<b>\$14,066,324</b>	<b>\$1,495,317</b>	<b>\$15,561,641</b>	<b>\$14,708,884</b>	<b>\$1,563,839</b>	<b>\$16,272,723</b>	<b>\$69,693,822</b>
Full Time Equivalent (FTE)																		15.96

Prepared by: Mark Tao	Telephone No.: 415-230-7504
HSA-CO Review Signature: _____	
HSA #1 _____	

POSITION TITLE	ACTUAL Y1			ACTUAL Y2			Original	Modification	Revised Y3			New Y4			New Y5			Y1 - Y5 TOTAL
	FY17/18			FY18/19					FY19/20			FY20/21			FY21/22			
	Voucher	Reserve	Total	Voucher	Reserve	Total			Voucher	Reserve	Total	Voucher	Reserve	Total	Voucher	Reserve	Total	
<i>Provider Services Director:</i>	29,403	4,597	34,000	29,156	3,651	32,807	\$34,101	(34,101)			0							66,807
<i>Division Director</i>			0			0	\$0	49,280	44,687	4,593	49,280	44,687	4,593	49,280	44,687	4,593	49,280	147,840
<i>ELS Manager:</i>	71,513	11,180	82,693	72,797	9,117	81,914	\$83,374	7,439	82,349	8,464	90,813	82,349	8,464	90,813	82,349	8,464	90,813	437,046
<i>Family Services Supervisor:</i>	61,507	9,616	71,123	88,237	11,051	99,288	\$119,597	(3,915)	104,900	10,782	115,682	104,900	10,782	115,682	104,900	10,782	115,682	517,458
<i>Family Services Specialist:</i>	229,325	35,852	265,177	236,704	29,645	266,349	\$260,232	44,871	276,667	28,436	305,103	276,667	28,436	305,103	276,667	28,436	305,103	1,446,836
<i>Scholarship Specialist:</i>	81,476	12,737	94,213	91,131	11,413	102,544	\$105,428	(4,797)	91,252	9,379	100,631	91,252	9,379	100,631	91,252	9,379	100,631	498,649
<i>ELS Data Administrator</i>			0	45,297	5,673	50,970	\$58,425	4,917	57,439	5,903	63,342	57,439	5,903	63,342	57,439	5,903	63,342	240,996
<i>Office Manager</i>			0	9,944	1,245	11,189	\$11,189	323	10,439	1,073	11,512	10,439	1,073	11,512	10,439	1,073	11,512	45,724
<i>Child Care Provider Services Manager</i>			0			0	\$0	29,064	26,356	2,708	29,064	26,356	2,708	29,064	26,356	2,708	29,064	87,193
<i>Resource Specialist</i>			0	5,107	640	5,747	\$6,266	182	5,847	601	6,448	5,847	601	6,448	5,847	601	6,448	25,090
<i>Staff Outreach Specialist</i>			0	3,821	479	4,300	\$6,365	83	5,847	601	6,448	5,847	601	6,448	5,847	601	6,448	23,643
<i>Program Administrator</i>				14,755	1,848	16,603	25,338		-	-	0			0			0	16,603
<i>Program Monitoring Director</i>				8,837	1,107	9,944	10,123				0			0			0	9,944
<b>TOTALS</b>	\$ 473,224	\$ 73,982	\$ 547,206	\$ 605,786	\$ 75,869	\$ 681,655	\$720,438	\$93,346	\$ 705,783	\$ 72,540	\$ 778,323	\$ 705,783	\$ 72,540	\$ 778,323	\$ 705,783	\$ 72,540	\$ 778,323	3,563,829
FRINGE BENEFIT RATE																		
EMPLOYEE FRINGE BENEFITS	127,212	19,888	147,100	172,721	21,631	194,352	\$217,572	\$17,481	213,146	21,907	235,053	213,146	21,907	235,053	213,146	21,907	235,053	1,046,612
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>\$600,436</b>	<b>\$93,870</b>	<b>\$694,306</b>	<b>\$778,507</b>	<b>\$97,500</b>	<b>\$876,007</b>	<b>\$938,010</b>	<b>\$110,827</b>	<b>\$918,929</b>	<b>\$94,447</b>	<b>\$1,013,376</b>	<b>\$918,929</b>	<b>\$94,447</b>	<b>\$1,013,376</b>	<b>\$918,929</b>	<b>\$94,447</b>	<b>\$1,013,376</b>	<b>4,610,441</b>

HSA #2

Operating Expense Detail

Expenditure Category	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	Original	Modification	Revised			New			New			Y1 - Y5 FY17-22		
	Y1			Y2			Y3						Y4			Y5			
	FY17/18			FY18/19			FY19/20						FY20/21			FY21/22			
	Voucher	Reserve	Total	Voucher	Reserve	Total	Original	Modification	Revised Voucher	Revised Reserve	Total	Voucher	Reserve	Total	Voucher	Reserve		Total	TOTAL
Other Program Supplies			\$0	\$26,078	\$3,266	\$29,344	\$30,750	(\$25,250)	\$4,987	\$513	\$5,500	\$4,987	\$513	\$5,500	\$4,987	\$513	\$5,500	\$45,844	
Office Supplies	\$18,083	\$2,827	\$20,910	\$4,422	\$554	\$4,976		\$2,000	\$1,814	\$186	\$2,000	\$1,814	\$186	\$2,000	\$1,814	\$186	\$2,000	\$31,886	
Translations	\$2,594	\$406	\$3,000			\$0	\$5,125	(\$2,125)	\$2,720	\$280	\$3,000	\$2,720	\$280	\$3,000	\$2,720	\$280	\$3,000	\$12,000	
Outreach Materials/ Engagement			\$0	\$595	\$74	\$669	\$2,563	(\$1,363)	\$1,088	\$112	\$1,200	\$1,088	\$112	\$1,200	\$1,088	\$112	\$1,200	\$4,269	
Consultants			\$0			\$0		\$13,000	\$11,788	\$1,212	\$13,000	\$11,788	\$1,212	\$13,000	\$11,788	\$1,212	\$13,000	\$39,000	
Subscription & Membership Fees			\$0	\$16,580	\$2,076	\$18,656	\$25,625	(\$625)	\$22,670	\$2,330	\$25,000	\$22,670	\$2,330	\$25,000	\$22,670	\$2,330	\$25,000	\$93,656	
Staff Training	\$12,621	\$1,973	\$14,594	\$17,060	\$2,137	\$19,197	\$20,500	(\$8,500)	\$10,882	\$1,118	\$12,000	\$10,882	\$1,118	\$12,000	\$10,882	\$1,118	\$12,000	\$69,791	
Forums/ Workshops/ Conferences			\$0	\$35	\$4	\$39	\$4,100	\$900	\$4,534	\$466	\$5,000	\$4,534	\$466	\$5,000	\$4,534	\$466	\$5,000	\$15,039	
Meeting Expenses			\$0	\$480	\$60	\$540	\$1,230	(\$30)	\$1,088	\$112	\$1,200	\$1,088	\$112	\$1,200	\$1,088	\$112	\$1,200	\$4,140	
Provider Services Related Expenses			\$0	\$4,433	\$555	\$4,988	\$6,741	(\$3,741)	\$2,720	\$280	\$3,000	\$2,720	\$280	\$3,000	\$2,720	\$280	\$3,000	\$13,968	
Travel	\$1,543	\$241	\$1,784	\$915	\$115	\$1,030	\$5,006	(\$661)	\$3,940	\$405	\$4,345	\$3,940	\$405	\$4,345	\$3,940	\$405	\$4,345	\$15,849	
Computer Expenses			\$0	\$2,414	\$302	\$2,716	\$3,075	\$15	\$2,802	\$288	\$3,090	\$2,802	\$288	\$3,090	\$2,802	\$288	\$3,090	\$11,986	
Finger Printing/ Transcript / Immunizations			\$0	\$85	\$11	\$96	\$615	\$3	\$560	\$58	\$618	\$560	\$58	\$618	\$560	\$58	\$618	\$1,950	
Postage & Delivery			\$0			\$0	\$4,679	(\$2,679)	\$1,814	\$186	\$2,000	\$1,814	\$186	\$2,000	\$1,814	\$186	\$2,000	\$6,000	
Office Copier			\$0	\$967	\$121	\$1,088	\$17,762	(\$16,362)	\$1,270	\$130	\$1,400	\$1,270	\$130	\$1,400	\$1,270	\$130	\$1,400	\$5,288	
Rent	\$36,941	\$5,775	\$42,716	\$36,645	\$4,589	\$41,234	\$39,023	\$3,977	\$38,993	\$4,007	\$43,000	\$38,993	\$4,007	\$43,000	\$38,993	\$4,007	\$43,000	\$212,950	
Utilities	\$14,155	\$2,213	\$16,368	\$5,574	\$698	\$6,272	\$7,496	\$4	\$6,801	\$699	\$7,500	\$6,801	\$699	\$7,500	\$6,801	\$699	\$7,500	\$45,140	
Janitorial Services & Supplies			\$0	\$10,228	\$1,281	\$11,509	\$19,079	(\$13,091)	\$5,430	\$558	\$5,988	\$5,430	\$558	\$5,988	\$5,430	\$558	\$5,988	\$29,473	
Building Repair & Maintenance	\$10,762	\$1,683	\$12,445	\$3,063	\$384	\$3,447	\$3,825	\$175	\$3,627	\$373	\$4,000	\$3,627	\$373	\$4,000	\$3,627	\$373	\$4,000	\$27,892	
Telephone/ Fax/ Internet/ Email			\$0	\$6,462	\$809	\$7,271	\$6,776	(\$276)	\$5,894	\$606	\$6,500	\$5,894	\$606	\$6,500	\$5,894	\$606	\$6,500	\$26,771	
Equipment Leases			\$0	\$1,644	\$206	\$1,850	\$1,750	(\$750)	\$907	\$93	\$1,000	\$907	\$93	\$1,000	\$907	\$93	\$1,000	\$4,850	
Equipment Repairs/Maintenance			\$0	\$372	\$47	\$419	\$1,864	(\$364)	\$1,360	\$140	\$1,500	\$1,360	\$140	\$1,500	\$1,360	\$140	\$1,500	\$4,919	
Printing and Reproduction	\$10,578	\$1,654	\$12,232	\$0		\$0	\$0				\$0			\$0			\$0	\$12,232	
MTC Technology	\$17,402	\$2,721	\$20,123	\$8,887	\$1,113	\$10,000	\$10,250				\$0			\$0			\$0	\$30,123	
Bank Fees	\$3,649	\$571	\$4,220	\$0		\$0	\$0				\$0			\$0			\$0	\$4,220	
Software/Licenses	\$14,082	\$2,202	\$16,284	\$0		\$0	\$0				\$0			\$0			\$0	\$16,284	
Computer Equipment, Contractor Fees, Mi	\$48,375	\$7,563	\$55,938	\$0		\$0	\$0				\$0			\$0			\$0	\$55,938	
<b>TOTAL OPERATING EXPENSE</b>	<b>\$190,785</b>	<b>\$29,829</b>	<b>\$220,614</b>	<b>\$146,939</b>	<b>\$18,402</b>	<b>\$166,341</b>	<b>\$217,834</b>	<b>(\$55,743)</b>	<b>\$137,689</b>	<b>\$14,152</b>	<b>\$151,841</b>	<b>\$137,689</b>	<b>\$14,152</b>	<b>\$151,841</b>	<b>\$137,689</b>	<b>\$14,152</b>	<b>\$151,841</b>	<b>\$841,478</b>	

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**HUMAN SERVICES AGENCY BUDGET SUMMARY**

**BY YEAR**

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

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

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

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

**Operating Expense Detail**

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