

**San Francisco Children and Families Commission  
1390 Market Street, Suite 318  
San Francisco, CA 94102**

**First Amendment**

THIS AMENDMENT (this “Amendment”) is made as of **March 15, 2013**, in San Francisco, California, by and between **WestEd, Center for Child & Family Studies** (“Grantee”), and the City and County of San Francisco, a municipal corporation (“City”), acting by and through its San Francisco Children and Families First Commission (DBA First 5 San Francisco).

**RECITALS**

WHEREAS, City and Grantee have entered into the Agreement (as defined below):

To provide citywide quality rating and program improvement services to early care and education providers; and

WHEREAS, City and Grantee desire to modify the Agreement on the terms and conditions set forth herein to increase the contract amount and update the performance measures;

NOW, THEREFORE, Grantee and the City agree as follows:

**1. Definitions.** The following definitions shall apply to this Amendment:

**a. Agreement.** The term “Agreement” shall mean the Agreement dated **July 12, 2012** between Grantee and City, as amended by the:

**b. Other Terms.** Terms used and not defined in this Amendment shall have the meanings assigned to such terms in the Agreement.

**2. Modifications to the Agreement.** The Agreement is hereby modified as follows:

**a. Section 5.1.** Section 5.1 Maximum Amount of Grant Funds of the Agreement currently reads as follows:

In no event shall the amount of Grant Funds disbursed hereunder for Quality Rating Services exceed **SEVEN-HUNDRED THIRTY-FIVE THOUSAND FOUR-HUNDRED AND EIGHTY-ONE** Dollars **(\$735,481.00)** in the period from **JULY 1, 2012** to **JUNE 30, 2013**.

In no event shall the amount of Grant Funds disbursed hereunder for Quality Improvement Services exceed **EIGHT-HUNDRED NINETY-ONE THOUSAND AND FORTY** Dollars **(\$891,040.00)** in the period from **JULY 1, 2012** to **JUNE 30, 2013**.

Nor shall the amount of Grant Funds disbursed hereunder exceed **FOUR-MILLION SIX-HUNDRED FORTY-ONE THOUSAND AND FIVE-HUNDRED AND FIVE** Dollars **(\$4,641,505.00)** in the period from **JULY 1, 2012** to **JUNE 30, 2015**.

Such section is hereby amended in its entirety to read as follows:

In no event shall the amount of Grant Funds disbursed hereunder for Quality Rating Services exceed **EIGHT-HUNDRED SIXTY-SEVEN THOUSAND SEVEN-HUNDRED AND SIXTY-ONE** Dollars **(\$867,761.00)** in the period from **JULY 1, 2012** to **JUNE 30, 2013**.

In no event shall the amount of Grant Funds disbursed hereunder for Quality Improvement Services exceed **ONE-MILLION TWENTY-ONE THOUSAND THREE-HUNDRED AND THIRTY-THREE** Dollars **(\$1,021,333.00)** in the period from **JULY 1, 2012** to **JUNE 30, 2013**.

Nor shall the amount of Grant Funds disbursed hereunder exceed **FOUR-MILLION NINE-HUNDRED AND FOUR THOUSAND AND SEVENTY-EIGHT** Dollars **(\$4,904,078.00)** in the period from **JULY 1, 2012** to **JUNE 30, 2015**.

**b. Section Appendix B.** Section Appendix B—Definition of Grant Plan of the Agreement currently reads as follows:

**See attached OLD Appendix B**

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Such section is hereby amended in its entirety to read as follows:

**See attached NEW Appendix B**

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**3. Effective Date.** Each of the modifications set forth in Section 2 shall be effective on and after **the date of this Amendment**.

**4. Legal Effect.** Except as expressly modified by this Amendment, all of the terms and conditions of the Agreement shall remain unchanged and in full force and effect.

IN WITNESS WHEREOF, Grantee and City have executed this Amendment as of the date first referenced above.

**CITY**

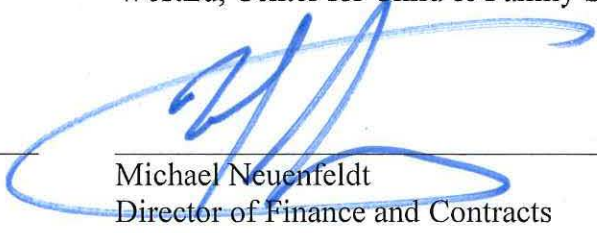
**GRANTEE**

Recommended by:

WestEd, Center for Child & Family Studies



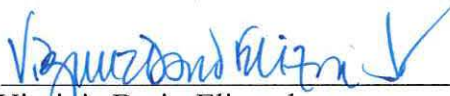
Laurel Kloomok  
Executive Director  
First 5 San Francisco



Michael Neuenfeldt  
Director of Finance and Contracts

Approved as to Form:

Dennis J. Herrera  
City Attorney

By:   
Virginia Dario-Elizondo  
Deputy City Attorney

## **Old Appendix B**

## Appendix B--Definition of Grant Plan

The term "Grant Plan" shall mean

See attached Scope of Work and Budget.

Additionally, Grantee will participate in evaluation activities of 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, staff and other stakeholders of the funded activities. Grantee may be requested to participate in evaluation activities designed by First 5 San Francisco or First 5 California.

**First 5 San Francisco  
Scope of Work Narrative**

<b>Agency:</b> WestEd, Center for Child and Family Studies	<b>Grant Year:</b> 2012-2013
<b>Project/Initiative:</b> QRIS - Quality Improvement Services	

**Project Description and Goals**

A growing body of research confirms that high quality early learning programs help improve children's readiness for school and success in life, leading to higher test scores, better school attendance, reduced grade retention, higher rates of school completion, greater likelihood of attending college, and higher lifetime earnings (Reynolds et al, 2007; Karoly & Bigelow, 2005; Ramey et al, 2000). Quality early learning programs that use research-based, developmentally appropriate practices achieve positive results. Poor-quality programs exacerbate and perpetuate the school readiness gap, and may be unsafe, unhealthy, and cause harm to our youngest children (National Institute of Child Health and Human Development, 2002; Shonkoff & Phillips, 2000).

In recognition of the need to build and support quality early care and education options to families, First 5 San Francisco, its partner city and county departments, and private funders continue to build the infrastructure to insure high quality early care and education programs for young children and their families. The staff from the city departments will be working with community leaders, stakeholders, providers and advocates across the city to design a Quality Rating and Improvement System (QRIS) for early care and education. A QRIS is a set of ratings graduated by level of quality and used to assess early learning and care programs. It is based upon early childhood research identifying the quality elements that are critical to positive child development outcomes. QRIS's objective ratings will assist families to identify quality programs, guide providers in continuous program improvements, inform the delivery of technical assistance to early childhood educators; and provide policymakers needed information to hold programs accountable and to invest in effective quality improvement efforts.

The overarching goals of the Quality Rating and Improvement System are to:

- Ensure that all children, with priority to those who can have greatest benefit, have access to quality programs
- Ensure that public dollars are being used efficiently to support and encourage high-quality programs
- Determine the availability of quality early childhood education in San Francisco
- Create the necessary infrastructure for the measurement of performance to inform program improvement and professional development efforts, thereby supporting programs meet and maintain the quality standards.
- Develop a culture of ongoing program improvement in the early care and education community where providers are motivated and supported to improve the quality of their programs.

The creation of the SF QRIS, and the key functions of rating and program improvement services which will be provided by the SF Quality Connections Program will operationalize the vision of the City-wide Plan for Early Care and Education in which "San Francisco develops a system for

ECE programs that supports higher quality". In addition it implements the recommendation of the SF Budget and Legislative Analyst through its 2010 Performance Audit Report of San Francisco's Early Childhood and Education Programs that "the ECE technical assistance system be linked to performance outcomes."

Assessments alone will not yield desired results for young children unless they are coupled with investments to support high-quality services and ongoing technical assistance and professional development efforts to improve the quality and effectiveness of all programs. Consequently, an essential component for the optimal implementation of SF-QRIS will be the creation of infrastructure to support early care and education providers to 1) to improve the quality of care and experiences offered, as defined by the SF-QRIS, which should result in children being better prepared for school and 2) to assist providers in understanding and participating in the SF-QRIS.

The Quality Improvement Services contractor (WestEd CCFS), under the program name SF Quality Connections will be responsible for the provision of citywide *technical assistance*, *coaching* and training services for early care and education providers in the city, with initial priority for services given to low performing, publicly-funded early care and education programs serving low income or children with special needs.

*On-site technical assistance* is defined as an intentional process that uses various strategies over time to improve the quality of a child care program or an individual provider's practices through visits to the program. *Coaching* is defined as a relationship-based process led by an expert with specialized and adult learning knowledge and skills, who often serves in a different professional role than the recipient. Coaching is designed to build the capacity for specific professional dispositions, skills, and behaviors, and is focused on goal-setting and achievement for an individual or group. (Early Childhood Education Professional Development: Training and Technical Assistance Glossary developed by the National Association for the Education of Young Children and the National Association of Child Care Resource and Referral)

In addition to supporting eligible programs participating in city-funded programs to raise quality, SF Quality Connections will be responsible for providing information and support for future SF-QRIS participation and for increasing providers understanding, comfort, and efficacy to utilize the assessment tools of SF-QRIS as it is developed.

### Scope of Work

WestEd CCFS, through the SF Quality Connections Program will provide quality improvement services needed to enhance the capacity to publicly funded early care and education providers to raise levels of program quality and to participate in a locally designed QRIS. In 2012-2013, the SF Quality Connections Program will provide the following services:

- Establish a pool (staff and/or consultants) of qualified, multilingual technical assistance specialists that offer customized onsite technical assistance, coaching and/or training for centers and Family Child Care (FCC) programs that will increase program quality

required for participation in city-funded programs (Year 1), and to support participating programs to achieve quality improvements and a higher QRIS rating.

- In collaboration with preschool and family child care quality improvement programs, provide onsite program improvement services to sites identified most in need of assistance to improve the city's ECE settings for infant/toddler, preschool-aged children and family child care homes; and support providers' capacity to meet program quality assurances as measured by Environmental Rating Scales and other baseline requirements of city-funded programs. First priority for services include approximately 71 sites with assessment scores below 3.0 on the Harms Scale rating. Second priority for services include sites who are working to increase quality to as measured by ERS from 3.0 - 4.0.
- Provide 28 training sessions on assessment tools (ERS, CLASS) to TA Specialists, FCC and center-based providers.
- Provide access to additional TA resources (DRDP, CSEFEL, Learning Foundations) used in SFQRIS for ECE TA specialists, FCC and center-based providers.
- Develop web-based or onsite training to support meaningful use of quality improvement assessment instruments identified by SF-QRIS to new and existing providers
- Participate in SF-QRIS Development Meetings and SF-QRIS Stakeholder Meetings. Develop and implement of a plan to guide Quality Connections' activities outreach and information activities for QRIS.



First 5 San Francisco Performance Measures Form - Ver 2/3/10

Agency/Program Name: WestEd, Center for Child and Family Studies / SF Quality Connections - Quality Improvement Services

Service: Provide on-site program improvement services to increase quality as measured by ERS scores to providers/classrooms in Q1, Q2, Q3, and Q4 for an average of 2 x a month at 2 hours each.

Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Sources
Number of FCC providers who have scores of 3 and below (1st priority) and 4 and below (2nd priority).	40	4	21	0	65	Report the unduplicated number of FCC providers receiving coaching	Established Data System
Number of center-based classrooms who have scores of 3 and below (1st priority) and 4 and below (2nd priority)	5	1	0	0	6	Report the number of classrooms receiving coaching	Established Data System
Number of QIP's entered into data system	0	50	21	0	71	Report on the number of QIP's (FCC and classrooms)	Established Data System
Number of hours provided to FCC for on-site coaching	350	923	923	924	3120	Report on the total number of hours provided on-site and in training cohorts for all FCC	Established Data System
Number of hours provided to centers for on-site coaching	45	81	81	81	288	Report on the total number of hours provided on-site for all sites/classrooms.	Established Data System
Number of providers demonstrating improved quality as measured through assessment	0	0	0	57	57	Target of 57 is generated from the expected 71 providers/classrooms receiving TA and an 80% improvement rate (71x.8=57). In quarter 4 enter the number of providers who are able to demonstrate improved quality through reassessment; include in comments the total providers/ classrooms served during year (i.e. total sample size).	Established Data System

Service: Provide training on assessment tools (ERS, CLASS) and assessment process to FCC, center-based, and TA providers and mentors. Note: CMS measures will be tracked on separate CMS account for CLASS Plus Program)

Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Sources
Number of training sessions in multiple languages on ERS (FCERS, ITERS, ECERS) and CLASS Tools	6	6	8	8	28	Report the number of trainings. Report quantitative information in comment section about efficacy of training sessions. Note: Trainings will involve the joint efforts of QIS and QRS particularly in Quarter 1.	Sign-in sheets, agendas
Number of center-based providers served through ERS training	50	50	50	50	200	Report the number of Center-based Preschool and Infant Toddler teachers who participate in training.	Sign in sheets
Number of FCC providers served through ERS training.	50	50	75	50	250	Report the number of FCC providers who participate in training.	Sign in sheets
Number of TA providers and mentors served through ERS training supports and information	50	0	0	0	50	Report the number of TA providers who participate in training.	Sign-in sheets, agendas
Number of CLASS Coordination meetings with the SF Children's Council to monitor activities.	1	1	1	1	4	Report the number of meetings.	Sign-in sheets, agendas

Service: Provide access to additional TA resources (DRDP, CSEFEL, Learning Foundations) used in SFQRIS for ECE TA specialists, FCC and center-based providers.

Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Provide four training sessions to inform practice with DRDP	0	0	1	2	3	Report number of community trainings	Sign-in sheets, agendas
Number of attendees participating in DRDP training.	0	0	20	40	60	Report number of participants	Sign-in sheets, agendas
Number of CSEFEL Webinar trainings made accessible to providers (one in each language, English, Spanish, Chinese)	0	0	1	2	3	Report on number of CSEFEL Webinars	Sign-in sheets, agendas
Number of attendees participating in CSEFEL Webinars	0	0	30	60	90	Report on number of participants in CSEFEL Webinars	Sign-in sheets, agendas
Number of PITC training hours provided to Family Child Care Providers	33	33	33	33	132	Enter total number of hours of training. This is leveraged funds from PITC state contract. This is leveraged funds from the PITC state contract.	PITC Data system
Number of FCC Providers participating in PITC training	0	14	0	0	14	Enter unduplicated number of FCC providers. These providers are using leveraged funds	PITC Data system
Number of PITC training hours provided to Center-based programs.	17	17	17	17	68	Enter total number of hours of training. This is leveraged funds from PITC state contract. This is leveraged funds from the PITC state contract.	PITC Data system
Number of Center-based providers participating in PITC Training	0	7	0	0	7	Enter unduplicated number of center-based providers. These are centers using leveraged funds.	PITC Data system

Service: Participation in SF-QRIS Development Meetings and SF-QRIS Stakeholder Meetings

Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of SF-QRIS Development Meetings attended (including both local and regional)	2	2	1	0	5	Report on number of meetings attended for the SF-QRIS. Note: this will involve the joint efforts of QIS and QRS.	meeting sign-in sheets and minutes
Number of SF-QRIS Stakeholder Meetings attended	2	1	2	1	6	Report on number of SF-QRIS Stakeholder Meetings attended	Meeting sign-in
Deliver QIS Report to funders and make a presentation to stakeholder groups	0	0	0	1	1	Mark a "1" in the quarter that materials are developed and distributed.	Completed Report

Service: Development and implementation of a plan to guide Quality Connections' activities outreach and information activities for QRIS.

Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of outreach plans developed	0	1	0	0	1	Report on number of plans developed by Quality Connections. Note: this will involve the joint efforts of both QIS and QRS.	Outreach Plan
Number of community informational meetings convened to assist providers in understanding the development of the SF-QRIS	0	0	2	2	4	Report on number of community informational meetings provided.	sign-in sheets/meeting minutes

Number of providers who participate in the community informational meetings on SF-QRIS	0	0	60	60	120	Report on number of providers who attend community informational meetings	sign-in sheets/meeting minutes
Number of presentations made to CPAC on the development of the SF-QRIS.	1	1	1	1	4	Report on number of CPAC presentations made. <b>Note: this will involve the joint efforts of QIS and QRS.</b>	Meeting sign-in
Number of quarterly updates to print and electronic media which include fee for service information	1	1	1	1	4	Report on number of quarterly updates to print and electronic media. <b>Note: this will involve the joint efforts of QIS and QRS.</b>	Print and electronic media materials

WESTED, CENTER FOR CHILD AND FAMILY STUDIES - SF QUALITY CONNECTIONS - QUALITY IMPROVEMENT SERVICES  
 2012-13 BUDGET - CMS FORM 4

**PERSONNEL**

Title	Name	Function	FTE (%)	Request	Other - Cash	Other - In-Kind	Total Salary
Program Director II	Janet L. Poole	Co-program Director	0.007	\$1,208.00	\$9,141.92		\$9,349.92
Sr. Program Associate II	Arlene R. Paxton	Co-program Director	0.064	\$7,017.00	\$5,911.47		\$12,928.47
Research Associate II	Marcia J. Walsh	QIS Coordinator	0.500	\$42,824.00	\$21,695.44		\$64,519.44
Program Associate I	Margaret L. Barlett	QIS Coach	0.500	\$36,418.00	\$18,407.60		\$54,825.60
Program Associate II	Laura Y. Cheng	QIS Coach	0.800	\$53,065.00	\$13,401.25		\$66,466.25
Program Assistant I	Yudy Larraburo Naranjo	QIS Coach	0.800	\$53,065.00	\$13,401.25		\$66,466.25
Program Associate I	Tamara Barrett	QIS Coach	0.800	\$53,065.00	\$13,401.25		\$66,466.25
Specialist (Temp)	TBD	QIS Coach	0.119	\$12,000.00	\$10,800.00		\$22,800.00
Sr. Program Associate II	Melinda Brookshire	Trainer	0.008	\$1,091.00			\$1,091.00
Research Associate II	Cheryl J. Longaker	Trainer	0.018	\$1,578.00			\$1,578.00
Sr. Program Associate I	Janice K. Davis	Trainer	0.032	\$3,274.00			\$3,274.00
Sr. Program Associate I	Allen K. Young	Trainer	0.023	\$2,319.00			\$2,319.00
Program Coordinator I	Talia J. Leahy	Trainer	0.014	\$866.00			\$866.00
Program Associate I (Temp)	Janet P. Kinoshita	Fiscal Analyst	0.007	\$720.00			\$720.00
Program Assistant I	Matthew E. Gurnison	Administrative Support	0.000	\$0.00	\$2,562.88		\$2,562.88
Program Coordinator II	Susanna H. Camp	Data Analyst	0.054	\$3,748.00	\$3,157.29		\$6,905.29
<b>TOTAL PERSONNEL</b>				<b>\$272,359.00</b>			

**FRINGE BENEFITS**

Benefit Name	Calculations	Salary	%	Request	Other - Cash	Other - In-Kind	Total
Total Benefits	36.4017% of regular employees' salaries plus leave and 14.7% for temporary employees	\$272,359.00	0.353886	\$96,384.00	\$40,302.61		\$136,686.61
<b>TOTAL FRINGE BENEFITS</b>				<b>\$96,384.00</b>			

**PROFESSIONAL SERVICES**

Title	Function	FTE (%)	Request	Other - Cash	Other - In-Kind	Total
Family Child Care Peer Mentors	Incentives		\$16,200.00			\$16,200.00
<b>TOTAL PROFESSIONAL SERVICES</b>			<b>\$16,200.00</b>			

**SUBCONTRACTS**

Agency	Function	Calculation	Program Costs	Admin Costs	Request	Other - Cash	Other - In-Kind	Total
Children's Council of SF	Class+ and coaching	This line item amount is pass through costs and does not trigger any administrative costs below.	\$165,000.00		\$165,000.00			\$165,000.00
<b>TOTAL SUBCONTRACTS</b>					<b>\$165,000.00</b>			

**PROGRAM MATERIALS**

Expense	Calculations	Request	Other - Cash	Other - In-Kind	Total
Supplies/Materials	SF FS: 6,823 hrs x \$0.01 rate plus any additional training supplies/materials CDE: 2,453 hrs x \$0.03 rate plus any additional training supplies/materials	\$12,042.00	\$6,073.69		\$17,115.69
Participant Resource Materials	200 participants @ \$169 each	\$33,800.00			\$33,800.00
Postage/Telephone	SF FS: 6,823 hrs x \$0.05 rate plus any additional postage costs CDE: 2,453 hrs x \$0.12 rate	\$2,285.00	\$294.38		\$2,579.38

WESTED, CENTER FOR CHILD AND FAMILY STUDIES - SF QUALITY CONNECTIONS - QUALITY IMPROVEMENT SERVICES  
 2012-13 BUDGET - CMS FORM 4

Printing/Graphics	SF F5: 6,623 hrs x \$0.03 rate plus any and additional printing costs CDE: 2,453 hrs x \$0.08	\$13,149.00	\$147.18		\$13,296.18
<b>TOTAL PROGRAM MATERIALS</b>		<b>\$81,266.00</b>			
<b>OTHER PROGRAM EXPENSES</b>					
<b>Expense</b>	<b>Calculations</b>	<b>Request</b>	<b>Other - Cash</b>	<b>Other - In-Kind</b>	<b>Total</b>
Project Specific Direct Technology	SF F5: 6,623 hrs x \$4.75 rate CDE: 2,453 hrs x \$4.72 rate	\$31,459.00	\$11,676.16		\$43,037.16
Project Specific Direct Occupancy	SF F5: 6,623 hrs x \$0.26 rate CDE: 2,453 hrs x \$0.66 rate	\$1,722.00	\$1,618.98		\$3,340.98
Project Specific Program Support	SF F5: 6,623 hrs x \$7.52 rate CDE: 2,453 hrs x \$7.53 rate	\$49,805.00	\$18,471.09		\$68,276.09
Teaching Pyramid Model Training	Completed Cohort Activities - \$6,000; Second Half Activities - \$23,500; Additional Activities - \$69,000; Training Materials - \$6,000. This line item amount is fixed price upon completion and does not trigger any additional administrative costs below.	\$99,500.00			\$99,500.00
Project Specific Travel	6 coaches x 200 trips/yr x \$20/trip For Preschool Foundations/Curriculum Frameworks/DRDP, 3 people for a 3 day/2 night nonlocal trip @ \$3,705 min Year 1. CDE: 5 Speechists x 100 trips/yr x \$20/trip	\$23,705.00	\$10,000.00		\$33,705.00
<b>TOTAL OTHER PROGRAM EXPENSES</b>		<b>\$200,191.00</b>			
<b>ADMINISTRATIVE COSTS</b>					
<b>Cost Name</b>	<b>Calculations</b>	<b>Request</b>	<b>Other - Cash</b>	<b>Other - In-Kind</b>	<b>Total</b>
Total Admin Costs	SF F5: (\$811,420 - \$93,500 - \$153,000) x 14.4% CDE: \$189,366.27 x 15.772%	\$79,620.00	\$31,288.33		\$110,908.33
<b>TOTAL ADMINISTRATIVE COSTS</b>		<b>\$79,620.00</b>			
<b>TOTAL BUDGET REQUESTED:</b>		<b>\$891,040.00</b>			

PERSONNEL	PERSONNEL NARRATIVE
Title	
Program Director II	Will oversee QIS project, collaborate with QRS Coordinator, Quality Family Child Care Network Coordinator and Manager, oversee outreach, oversee subcontract with Children's Council of SF, oversee QIS portion of SFQRS web-site, supervise QIS Coordinator, arrange training of QIS staff with content experts, and develop training materials
Sr. Program Associate II	
Research Associate II	
Program Associate I	
Program Associate II	
Program Assistant I	
Program Associate I	
Specialist (Temp)	
Sr. Program Associate II	
Research Associate II	
Sr. Program Associate I	Will provide training to QIS team and QFCOCN advisors on DRDP IT, Preschool, Early Learning and Development Foundations, program guidelines, and curriculum frameworks
Sr. Program Associate I	
Program Coordinator I	Will track expenditures of salaries, benefits, travel, resource materials, and subcontract payments to Children's Council of SF and peer mentors
Program Associate I (Temp)	
Program Assistant I	Will support QIS Coordinator and Coaches in processing timesheets, travel claims, ordering supplies and materials, compiling and printing training materials, and processing stipends for peer mentors and resource materials for providers and classrooms
Program Coordinator II	Will support QIS Coordinator and Coaches on data submissions, data analysis, and report preparation, and will oversee allocation of resource materials

FRINGE BENEFITS	FRINGE BENEFITS NARRATIVE
Benefit Name	
Total Benefits	A blended rate is used in cell E29 due to the varying rates between Regular and Temporary Employees. Below is a breakdown of all benefits for regular employees: Total Dental/Medical at 16.134% Workers' Comp at 0.519% Life Insurance/ADD at 0.383% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.228% EAP/Careteria at 0.092% Retirement at 14.763% Supplemental at 1.874% Staff Benefits/Related Costs at 0.134% Unemployment Tax at 0.510% FICA at 7.883%

PROFESSIONAL SERVICES	PROFESSIONAL SERVICES NARRATIVE
Title	
Family Child Care Peer Mentors	Incentives of an average of \$1,800 each will be provided to a cadre of 9 to 13 family child care peer mentors. Working with the QIS Coordinator, QIS Coaches, the Quality Family Child Care Network Coordinator and Advisors, the family child care peer mentors will conduct outreach and develop cohort groups of family child care providers to participate in SFQRS, ERS and other related training.

SUBCONTRACTS	SUBCONTRACTS NARRATIVE
Agency	
Children's Council of SF	Children's Council staff will assist with recruitment, technical assistance for online programs and video equipment, case management, monitoring reports, entering and updating data into First 5 CA's PROOF database, and coordinating MyTeaching Partner assessors and coaches. Includes implementation for 60 preschool teachers and family child care providers to participate in the 10 month program.

PROGRAM MATERIALS	PROGRAM MATERIALS NARRATIVE
Expense	
Supplies/Materials	Stationary, pens, writing tablets, markers, clips, notepads, flip charts and other training materials.
Participant Resource Materials	Materials needed for participants.
Postage/Telephone	General/bulk mailing and telecommunications costs.

Printing/Graphics	General office copying and printing of training materials for the ERS, CLASS, QRIS and other training events as well as marketing materials. An outside vendor will be used for bulk printing.
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**OTHER PROGRAM EXPENSE OTHER PROGRAM EXPENSES NARRATIVE**

Expense	
Project Specific Direct Technology	Computer equipment for QIS Coaches, IT support and network/equipment costs.
Project Specific Direct Occupancy	Rent/occupancy for project office space for Co-Directors, Data Analyst and trainers.
Project Specific Program Support	Includes admin services such as HR, purchasing, insurance, legal, membership dues and program services such as staff planning, quality review, staff development, work planning, staff evaluation and library assistance.
Teaching Pyramid Model Training	WestEd Center for Child & Family Studies, San Marcos Office (WestEd) will work with selected trainers and coaches to support continued implementation for cohorts trained during the 2011-2012 school year and complete the Teaching Pyramid model training to Preschool For All (PFA) sites in San Francisco as started in 2011-12. WestEd is also committed to support the implementing sites and will continue to provide guidance and technical assistance to the cohorts throughout the year. Food will be provided for all full days.
Project Specific Travel	Airfare and lodging are based on current average rates. Per diem is \$46/day or \$11.25/quarter day. For local travel, per diem is as follows: breakfast-\$8, lunch-\$12, dinner-\$24. Other expenses include ground transportation (shuttle, taxis or trains), parking, tolls, and incidentals. Mileage is charged at CA's approved reimbursement rate.

**ADMINISTRATIVE COSTS ADMINISTRATIVE COSTS NARRATIVE**

Cost Name	
Total Admin Costs	Includes Board/Board support, Executive Director's Office, Resource Development, Communications, Contracts, and Accounting/Finance Services. Additional admin costs are applied at a rate of 2%. Excludes pass-through costs.

**First 5 San Francisco  
Scope of Work Narrative**

<b>Agency:</b> WestEd, Center for Child and Family Studies	<b>Grant Year:</b> 2012-2013
<b>Project/Initiative:</b> QRIS - Quality Rating Services	

**Project Description and Goals**

A growing body of research confirms that high quality early learning programs help improve children's readiness for school and success in life, leading to higher test scores, better school attendance, reduced grade retention, higher rates of school completion, greater likelihood of attending college, and higher lifetime earnings (Reynolds et al, 2007; Karoly & Bigelow, 2005; Ramey et al, 2000). Quality early learning programs that use research-based, developmentally appropriate practices achieve positive results. Poor-quality programs exacerbate and perpetuate the school readiness gap, and may be unsafe, unhealthy, and cause harm to our youngest children (National Institute of Child Health and Human Development, 2002; Shonkoff & Phillips, 2000).

In recognition of the need to build and support quality early care and education options to families, First 5 San Francisco, its partner city and county departments, and private funders continue to build the infrastructure to insure high quality early care and education programs for young children and their families. The staff from the city departments will be working with community leaders, stakeholders, providers and advocates across the city to design a Quality Rating and Improvement System (QRIS) for early care and education. A QRIS is a set of ratings graduated by level of quality and used to assess early learning and care programs. It is based upon early childhood research identifying the quality elements that are critical to positive child development outcomes. QRIS's objective ratings will assist families to identify quality programs, guide providers in continuous program improvements, inform the delivery of technical assistance to early childhood educators; and provide policymakers needed information to hold programs accountable and to invest in effective quality improvement efforts.

The overarching goals of the Quality Rating and Improvement System are to:

- Ensure that all children, with priority to those who can have greatest benefit, have access to quality programs
- Ensure that public dollars are being used efficiently to support and encourage high-quality programs
- Determine the availability of quality early childhood education in San Francisco
- Create the necessary infrastructure for the measurement of performance to inform program improvement and professional development efforts, thereby supporting programs meet and maintain the quality standards.
- Develop a culture of ongoing program improvement in the early care and education community where providers are motivated and supported to improve the quality of their programs.

The SF-QRIS will be modeled after the California Early Learning Quality Improvement System and will utilize a set of research-based common assessment tools as part of the framework to rate



and improve quality in early care and education settings. The Environment Rating Scales (ERS), developed by Harms, Clifford and Cryer, at Frank Porter Graham Child Development Institute, University of North Carolina-Chapel Hill campus has been used in San Francisco for the past six years and will be one of the tools to measure environmental quality in the SF-QRIS. Two additional instruments are anticipated to be utilized in some capacity during the three-year grant period. Beginning in 2012-2013, the Classroom Assessment Scoring System (CLASS), developed by Robert C. Pianta, Ph.D., Karen M. La Paro, Ph.D., and Bridget K. Hamre, Ph.D, at the University of Virginia will be incorporated to measure the quality of teacher/child interactions. As the SF-QRIS is developed, the selected contractor for the Quality Rating Services is expected to provide provider-friendly training and rating services to support San Francisco's early care and education programs.

The Quality Rating Services contractor (WestEd CCFS), under the program name SF Quality Connections, will be responsible for the provision of citywide external rating services necessary for the optimal implementation of San Francisco's QRIS for licensed early care and education programs, with priority for services given to publically-funded early care and education programs serving low income or children with special needs.

The creation of the SF QRIS, and the key functions of rating and program improvement services which will be provided by the SF Quality Connections Program will operationalize the vision of the City-wide Plan for Early Care and Education in which "San Francisco develops a system for ECE programs that supports higher quality". In addition it implements the recommendation of the SF Budget and Legislative Analyst through its 2010 Performance Audit Report of San Francisco's Early Childhood and Education Programs that "the ECE technical assistance system be linked to performance outcomes."

### **Scope of Work**

WestEd CCFS is responsible for maintaining an External Review Team, a cadre of highly trained, certified and calibrated external raters who will:

- Perform valid and reliable ratings, using Early Childhood Environment Rating Scale-Revised (ECERS-R), Infant/Toddler Environment Rating Scale-Revised (ITERS-R), Family Child Care Environment Rating Scale -Revised (FCCERS-R) scoring, and the Classroom Assessment Scoring System (CLASS) assessment tool. In FY 2012-2013, the contractor shall conduct approximately 365 ERS and 184 CLASS assessments.
- Provide training and information to technical assistance providers which is related to the external review instruments which are used in San Francisco.
- Develop web-based or onsite training to support meaningful use of quality improvement assessment instruments identified by SF-QRIS to new and existing providers
- Develop and convene regular Advisory Group meetings of key stakeholders including representation from all types of licensed providers, funders, local Child care Planning and Advisory Committee representatives, and representatives from the early childhood professional development community

First 5 San Francisco Performance Measures Form - Var 2/3/10

Agency/Program Name: WestEd, Center for Child and Family Studies / SF Quality Connections - Quality Rating Services

Service: Conduct program quality reviews with reliability for eligible programs during the 2012-2013 fiscal year							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
# of ERS assessments are completed.	80	95	95	96	366	Enter number of ERS assessment completed each quarter.	Database/ Tracking file
# of CLASS Assessments are completed.	30	51	51	52	184	Enter number of ERS assessment completed each quarter.	Database/ Tracking file
Number of satisfaction survey responses rating the assessment process as "satisfactory"	0	0	0	198	198	Target of 198 generated from the likelihood of receiving 248 surveys and anticipated 80% high satisfaction rate (248x.8=198). In quarter four, report the actual number of surveys received with high satisfaction marked on question of overall satisfaction. Include in the comments section the actual total number of surveys received (i.e. sample size).	Survey/Databas e
Number of assessments conducted in a linguistically appropriate way.	0	0	0	494	494	Target of 494 generated from the likelihood of completing 549 assessments and an anticipated 90% completed in preferred language (549x.9=494). In quarter four, report the actual number of assessments completed in preferred language. Include in the comments section the actual total number of assessments (i.e. sample size).	Survey/Databas e
Number of ERS assessments completed for fee-for-service	1	1	1	2	5	Enter number of fee-for-service ERS assessment completed each quarter.	Database/ Tracking file
Service: Provide information about the assessment instruments and assessment process to the provider community							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of TA providers participating in training session and quarterly follow-up meetings	30	20	1	1	52	Report the unduplicated number of TA providers who attend training sessions. Report quantitative information in comment section about efficacy of training sessions.	Sign in Sheets
Number of Information/ Training Sessions to TA Provider Community	5	4	2	2	5	Enter the number of information/ training sessions provided in each quarter.	Agenda/ minutes
Number of monthly in-person or video conference calls with TA providers	3	3	3	3	12	Enter the number of in-person or video conference calls provided in each quarter.	Agenda/ minutes
Number of FCC and Center-based information meetings and training sessions conducted jointly with Quality Connections QIS Team	3	0	0	0	3	Enter number of FCC and Center-based information meetings and training sessions conducted jointly with Quality Connections QIS Team	Training Agenda
Number of TA provider responses rating that they are knowledgeable about assessment process	0	0	0	52	52	Target of 52 generated from the 52 participating TA providers and an anticipated 100% success rate (52x1.0=52). In quarter four, report the actual number of providers reporting knowledge increase. Include in the comments section the actual total number of surveys (i.e. sample size).	Survey/ Database
Number of TA provider responses rating that they know where to direct providers/programs for assessment	0	0	0	52	52	Target of 52 generated from the 52 participating TA providers and an anticipated 100% success rate (52x1.0=52). In quarter four, report the actual number of providers reporting knowledge increase. Include in the comments section the actual total number of surveys (i.e. sample size).	Survey/ Database

**Service:** Convene regular Rating Advisory Group meetings

Annual	Reporting Instructions												Data Source		
	01	02	03	04	05	06	07	08	09	10	11	12			
Number of Rating Advisory Group meetings held	1	1	1	1	1	1	1	1	1	1	1	1	4	Enter the number of meetings held. Describe key activities in comment section.	Agenda and sign in
Number of stakeholders participating as Rating Advisory Group members	6	1	1	1	1	1	1	1	1	1	1	1	9	Enter the unduplicated number of stakeholders participating in advisory meetings	Roster
Number of activities conducted around grievance procedure development (draft document, draft review, updates on process to funders)	1	1	1	1	1	1	1	1	1	1	1	1	3	Enter a 1 for each of the three key activities completed around grievance procedure development (draft document, review, and update to funders).	Written procedure
Number of activities conducted around fee-for-service plan development (draft document and review)	2	0	0	0	0	0	0	0	0	0	0	0	2	Enter a 1 for each of the key activities completed around fee-for-service plan development (draft document and review).	Written procedure
Number of member surveys conducted annually	0	0	0	0	0	0	0	0	0	0	0	0	1	Enter a 1 for the quarter in which the member survey was completed. Include key findings in the comments section.	Survey template

**Service:** Participation in and/or convening of SF-QRIS Development Meetings and SF-QRIS Stakeholder Meetings

Annual	Reporting Instructions												Data Source		
	01	02	03	04	05	06	07	08	09	10	11	12			
Number of SF-QRIS Development Meetings attended (including both local and regional)	2	1	2	2	1	1	2	1	1	1	1	1	6	Report on number of meetings attended for the SF-QRIS. Note: this will involve the joint efforts of QIS and QRS.	meeting sign-in sheets and minutes
Number of SF-QRIS Stakeholder Meetings attended and/or convened	2	1	2	2	1	1	2	1	1	1	1	1	6	Report on number of SF-QRIS Stakeholder Meetings attended and/or convened. Note this will start as a funder initiated meeting and then over time Quality Connections will assume greater responsibility in convening and leading.	Meeting sign-in
Deliver QRS Report to funders and make a presentation to stakeholder groups	0	0	0	0	0	0	0	0	0	0	0	0	1	Mark a "1" in the quarter that materials are developed and distributed.	Completed Report

**Service:** Development and implementation of a plan to guide Quality Connections' activities outreach and information activities for QRIS.

Annual	Reporting Instructions												Data Source		
	01	02	03	04	05	06	07	08	09	10	11	12			
Number of outreach plans developed	0	1	0	0	0	0	0	0	0	0	0	0	1	Report on number of plans developed by Quality Connections. Note: this will involve the joint efforts of both QIS and QRS.	Outreach Plan
Number of presentations made to CPAC on the development of the SF-QRIS	1	1	1	1	1	1	1	1	1	1	1	1	4	Report on number of CPAC presentations made. Note: this will involve the joint efforts of QIS and QRS.	Meeting sign-in
Number of Fee for Service Plans marketed	0	1	0	0	0	0	0	0	0	0	0	0	1	Put a "1" in the quarter in which the marketing of the Fee-for-Service Plan is implemented. Enter number of "paid" assessments completed in comment section each quarter.	Database

PERSONNEL							
Title	Name	Function	FTE (%)	Request	Other - Cash	Other - In-Kind	Total Salary
Evaluation Director	Kerry L. Kriener-Althen	Provide project oversight	0.090	\$1,856.00	\$8,750.00		\$10,606.00
Sr. Research Associate	Gabriela S. Lopez	Quality Review Manager	0.664	\$16,616.00	\$45,835.00		\$61,960.00
Project Manager	Jocelyn A. Schalto	Project Manager	0.460	\$6,812.00	\$33,268.00		\$40,070.00
Research Assistant	Mln Chen	Translation	0.017	\$1,039.00	\$0.00		\$1,039.00
Quality Review Assistant	TBD	Quality Review	0.505	\$4,314.00	\$20,893.00		\$25,207.00
Project Coordinator	TBD	Project Coordinator	0.117	\$1,758.00	\$8,399.00		\$10,157.00
Program Quality Assessors (6)	TBD	Quality Assessor	4.800	\$287,454.00	\$0.00		\$287,454.00
<b>TOTAL PERSONNEL</b>				<b>\$318,748.00</b>	<b>\$117,135.00</b>		<b>\$435,883.00</b>

FRINGE BENEFITS							
Benefit Name	Calculations	Salary	%	Request	Other - Cash	Other - In-Kind	Total
Total Benefits - Assessments	36.4% of regular employees' salaries plus leave	\$287,454.00	0.364013	\$104,837.00			\$104,837.00
Total Benefits - General	36.4% of regular employees' salaries plus leave	\$148,429.00	0.364019	\$11,391.00	\$42,640.00		\$54,031.00
<b>TOTAL FRINGE BENEFITS</b>				<b>\$116,228.00</b>	<b>\$42,640.00</b>		<b>\$158,868.00</b>

PROFESSIONAL SERVICES							
Title	Function	FTE (%)	Request	Other - Cash	Other - In-Kind	Total	
Website Developer			\$4,500.00			\$4,500.00	
<b>TOTAL PROFESSIONAL SERVICES</b>			<b>\$4,500.00</b>			<b>\$4,500.00</b>	

SUBCONTRACTS								
Agency	Function	Calculation	Program Costs	Admin Costs	Request	Other - Cash	Other - In-Kind	Total
None					\$0.00			\$0.00
<b>TOTAL SUBCONTRACTS</b>					<b>\$0.00</b>			<b>\$0.00</b>

PROGRAM MATERIALS							
Expense	Calculations	Request	Other - Cash	Other - In-Kind	Total		

Supplies/Materials	see narrative	\$3,883.00	\$468.00	\$4,351.00
Postage/Telephone	see narrative	\$8,940.00	\$2,387.00	\$6,283.00
Printing/Graphics	see narrative	\$820.00	\$1,126.00	\$1,446.00
<b>TOTAL PROGRAM MATERIALS</b>		<b>\$8,129.00</b>	<b>\$3,951.00</b>	<b>\$12,080.00</b>

**OTHER PROGRAM EXPENSES**

Expense	Calculations	Request	Other - Cash	Other - In-Kind	Total
Project Specific Direct Technology - Assessments		\$42,186.00		\$593.00	\$42,185.00
Project Specific Direct Occupancy - Assessments		\$0.00			\$0.00
Project Specific Program Support - Assessments		\$84,320.00			\$84,320.00
Project Specific Direct Technology - General		\$3,048.00	\$13,849.00		\$17,295.00
Project Specific Direct Occupancy - General		\$3,701.00	\$12,835.00		\$16,638.00
Project Specific Program Support - General		\$5,115.00	\$19,526.00		\$24,640.00
Project Specific Translation	\$0.30/word	\$19,602.00			\$19,602.00
Project Specific Travel	Estimated at \$40/trip x 625 trips/year	\$25,000.00			\$25,000.00
ECERS Reliability Training		\$9,000.00			\$9,000.00

FCCRS Reliability Training		\$9,000.00			\$9,000.00
CLASS Reliability Training		\$9,000.00			\$9,000.00
ITERS Reliability Training		\$9,000.00			\$9,000.00
Project Specific Fingerprinting	\$75 x 7 assessors	\$525.00			\$525.00
<b>TOTAL OTHER PROGRAM EXPENSES</b>		<b>\$200,097.00</b>	<b>\$46,109.00</b>	<b>\$593.00</b>	<b>\$246,208.00</b>

**ADMINISTRATIVE COSTS**

Cost Name	Calculations	Request	Other - Cash	Other - In-Kind	Total
Total Admin Costs - Assessments	13.67% rate	\$68,238.00			\$68,239.00
Total Admin Costs - General	13.67% rate	\$19,740.00	\$28,884.00		\$48,424.00
<b>TOTAL ADMINISTRATIVE COSTS</b>		<b>\$87,979.00</b>	<b>\$28,884.00</b>		<b>\$116,863.00</b>

**TOTAL BUDGET REQUESTED: \$735,481.00 \$238,519.00 \$593.00 \$974,000.00**

PERSONNEL	PERSONNEL NARRATIVE
<b>Title</b>	
Evaluation Director	Provide overall oversight and leadership to the project and ensure that the project has appropriate and adequate resources to effectively and efficiently carry out the work with the highest standards of quality.
Sr. Research Associate	Develop training content (including online training) and assessment protocols and procedures; train QRS Assessors and QIS Coaches on assessment protocols; ensure that all protocols and procedures are carefully and consistently followed and implemented across Assessors; review assessment reports; provide ongoing training, supervision, and support to Assessors; and communicate with the client. Includes \$8,031 for ramp-up.
Project Manager	Dedicated to day-to-day implementation of assessment services; operations management and administrative support; monitor the timeline and ensure that all deliverables are completed on time; oversee scheduling of program assessments; oversee assessment data entry; oversee the maintenance of external communications vehicles (website, voicemail, email); manage the reporting to funders; and coordinate internal project meetings.
Research Assistant	For ramp-up only. Review and finalize translation of materials into Chinese.
Quality Review Assistant	Dedicated to sending letters and posters to programs prior to assessment; enter scores into the data system; track interrater reliability; print and mail assessment reports to each assessed program; and provide general administrative support to the project, including maintaining project files, photocopying and filing of documents, and general office support.
Project Coordinator	Conduct community outreach regarding assessment processes.
Program Quality Assessors (6)	ERS - 366 sessions at \$1,127/session CLASS - 181 sessions at \$645/session Six assessors at \$28.15/hr. dedicated to achieving and maintaining reliability on each of the assessment instruments, conducting program quality assessments, accurately completing score sheets and summary reports, and carefully and completely following all project protocols and procedures.

FRINGE BENEFITS	FRINGE BENEFITS NARRATIVE
<b>Benefit Name</b>	
Total Benefits - Assessments	Total Dental/Medical at 18.134% Workers' Comp at 0.519% Life Insurance/ADD at 0.303% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.228% EAP/Cafeteria at 0.082% Retirement at 14.753% Supplemental at 1.674% Staff Benefits/Related Costs at 0.134% Unemployment Tax at 0.610% FICA at 1.883%
Total Benefits - General	Total Dental/Medical at 18.134% Workers' Comp at 0.518% Life Insurance/ADD at 0.303% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.228% EAP/Cafeteria at 0.082% Retirement at 14.753% Supplemental at 1.674% Staff Benefits/Related Costs at 0.134% Unemployment Tax at 0.510% FICA at 1.883%
FRINGE BENEFITS	The benefits rate is 38.4% of regular employees' unloaded salaries, inclusive of leave. Benefits include worker's compensation, unemployment tax, and FICA for both employee classifications. Regular employees also include retirement, medical/dental, life insurance, disability insurance, and other staff benefits.

PROFESSIONAL SERVICES	PROFESSIONAL SERVICES NARRATIVE
<b>Title</b>	
Website Developer	The Website Developer will create a QRS/QIS website for the project, to be accessed by Providers, QIS Coaches, and QRS Assessors. The Website Developer will work with the WestEd project team to define the specifications of the site, select and refine a design, and input content. The Website Developer will also train and provide website consulting to WestEd as needed.

SUBCONTRACTS	SUBCONTRACTS NARRATIVE
<b>Agency</b>	
None	

PROGRAM MATERIALS	PROGRAM MATERIALS NARRATIVE
<b>Expense</b>	

Supplies/Materials	<p>The Supplies and Materials category includes general office items such as stationery, pens, writing tablets, markers, clips, notepads, flip charts and other training materials. Special purchases in addition to the pooled costs will be charged directly to the project and are explained below.</p> <p>Ramp-up:                  ECERS-R material - \$66.95 x 6 assessors + \$60.26 shipping = \$461.86                  ITERS-R material - \$66.95 x 6 assessors + \$60.26 shipping = \$461.86                  ITERS-R Rating Scale - \$21.95 + \$5 shipping x 6 assessors = \$161.70                  CLASS Manual PreK @ \$49.95 x 6 assessors and CLASS Dimensions Guide PreK - \$12.95 x 6 assessors + \$45.29 shipping = \$422.69                  Pooled Costs: 145.6 hour units x \$0.2600 rate = \$38                  Full Year Operation:                  File folders - \$1 x 649 assessments = \$649                  File folders - \$1 x 66 Iterater assessments = \$66                  Assessment rating sheet photocopies - \$0.20/page x 12 pgs x 549 assessments = \$1,318                  Iterater reliability assessment rating sheet photocopies - \$0.20/page x 12 pgs x 66 iterater assessments = \$156                  Assessor storage clipboards - \$21.33 x 6 assessors = \$128                  SF First 5 Pooled Costs: 536 hour units x \$0.1864 = \$101                  HAAS Pooled Costs: 2,593.6 hour units x \$0.1882 = \$488</p>
Postage/Telephone	<p>Postage and telephone expenses include general mailing and telecommunication costs. Special purchases in addition to the pooled costs will be charged directly to the project and are explained below.</p> <p>Ramp-up:                  Pooled Costs: 145.6 hour units x \$1.2400 rate = \$181                  Full Year Operation:                  Pre-assessment packets - \$3 x 649 providers = \$1,947                  Post-assessment packets - \$3 x 649 providers = \$1,947                  SF First 5 Pooled Costs: 536 hour units x \$0.8787 = \$471                  HAAS Pooled Costs: 2,593.6 hour units x \$0.9011 = \$2,337</p>
Printing/Graphics	<p>Printing/Graphics expenses include general office copying.</p> <p>Ramp-up:                  Pooled Costs: 145.6 hour units x \$0.6000 = \$87                  Full Year Operation:                  SF First 5 Pooled Costs: 536 hour units x \$0.4347 = \$233                  HAAS Pooled Costs: 2,593.6 hour units x \$0.4341 = \$1,126</p>

**OTHER PROGRAM EXPENSES OTHER PROGRAM EXPENSES NARRATIVE**

Project Specific Direct Technology - Assessments	<p>Direct Technology includes Personal Computers, IT Support, Common Network, and Shared Equipment.                  Pooled Costs: 8,544 x \$5.0068 = 542,778                  \$593 is the in-kind amount above max reimbursement</p>
Project Specific Direct Occupancy - Assessments	
Project Specific Program Support - Assessments	<p>Includes admin services such as HR, purchasing, insurance, legal, membership dues and program services such as staff planning, quality review, staff development, work planning, staff evaluation and library assistance.                  Pooled Costs: 8,544 x \$7.6281 = \$64,320</p>
Project Specific Direct Technology - General	<p>Direct Technology includes Personal Computers, IT Support, Common Network, and Shared Equipment.                  Ramp-up:                  Pooled costs: 145.6 hour units x \$5.6676 = \$828                  Full Year Operation:                  SF First 5 Pooled Costs: 536 hour units x \$5.2631 = \$2,821                  HAAS Pooled Costs: 2,593.6 hour units x \$5.2826 = \$13,618</p>
Project Specific Direct Occupancy - General	<p>Direct Occupancy represents the rent and/or occupancy of project office space at a specific WestEd location.                  Ramp-up:                  Pooled Costs: 145.6 hour units x \$7.0500 = \$1,028                  Full Year Operation:                  SF First 5 Pooled Costs: 639 hour units x \$4.9907 = \$2,675                  HAAS Pooled Costs: 2,593.6 hour units x \$4.9873 = \$12,936</p>
Project Specific Program Support - General	<p>Includes admin services such as HR, purchasing, insurance, legal, membership dues and program services such as staff planning, quality review, staff development, work planning, staff evaluation and library assistance.                  Ramp-up:                  Pooled costs: 145.6 hours units x \$7.4200 = \$1,080                  Full Year Operation:                  SF First 5 Pooled Costs: 536 hour units x \$7.5280 = \$4,035                  HAAS Pooled Costs: 2,593.6 hour units x \$7.8281 = \$19,526</p>
Project Specific Translation	<p>This includes the costs of translating provider friendly information into Spanish and Chinese regarding the assessment process, report templates, and resource information                  Ramp-up:                  \$7,802 - 8,447 words into 3 languages.                  Full Year Operation:                  \$12,000 - 13,333 words into 3 languages.</p>
Project Specific Travel	<p>All travel expense reimbursements are based on the Agency's policy. For each trip, other expenses include ground transportation (including personal car or public transportation) and parking. Where appropriate, mileage is charged at the State of California's approved reimbursement rate. \$26,000 in travel costs is estimated. Travel costs are estimated for travel beginning and ending in San Francisco County at a rate of \$40 per trip x 626 trips.</p>
ECERS Reliability Training	<p>Includes annual renewal of week-long inter-rater reliability training with authorized trainers at the University of North Carolina - Chapel Hill and travel costs for ECERS-R instrument anchor.</p>



FOCERS Reliability Training	Includes annual renewal of week-long interrater reliability training with authorized trainers at the University of North Carolina - Chapel Hill and travel costs for 1 FOCERS-R instrument anchor.
CLASS Reliability Training	Includes annual renewal of interrater reliability training for all assessors by authorized CLASS trainers.
ITERS Reliability Training	Includes annual renewal of week-long interrater reliability training with authorized trainers at the University of North Carolina - Chapel Hill and travel costs for 1 ITERS-R instrument anchor.
Project Specific Fingerprinting	Assessor fingerprinting (\$75 each x 7 assessors).

**ADMINISTRATIVE COSTS ADMINISTRATIVE COSTS NARRATIVE**

Cost Name	
Total Admin Costs - Assessments	Includes Board/Board support, Executive Director's Office, Resource Development, Communications, Contracts, and Accounting/Finance Services. Additional admin costs are applied at a rate of 1%. $\$498,189 \times 13.67\% = \$68,239$
Total Admin Costs - General	Includes Board/Board support, Executive Director's Office, Resource Development, Communications, Contracts, and Accounting/Finance Services. Additional admin costs are applied at a rate of 1%. Ramp-Up = $\$21,094 \times 13.67\% = \$3,006$ Full Year Operation: SF FIRST 5: $(\$126,912 - \$4,500) \times 13.67\% = \$16,734$ HAAS: $\$209,835 \times 13.67\% = \$28,654$

## **New Appendix B**

## Appendix B--Definition of Grant Plan

The term "Grant Plan" shall mean

See attached Scope of Work and Budget.

Additionally, Grantee will participate in evaluation activities of 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, staff and other stakeholders of the funded activities. Grantee may be requested to participate in evaluation activities designed by First 5 San Francisco or First 5 California.

HCE programs that supports higher quality". In addition it implements the recommendation of the SF Budget and Legislative Analyst through its 2010 Performance Audit Report of San Francisco's Early Childhood and Education Programs that "the ECE technical assistance system be linked to performance outcomes."

Assessments alone will not yield desired results for young children unless they are coupled with investments to support high-quality services and ongoing technical assistance and professional development efforts to improve the quality and effectiveness of all programs. Consequently, an essential component for the optimal implementation of SF-QRIS will be the creation of infrastructure to support early care and education providers to 1) to improve the quality of care and experiences offered, as defined by the SF-QRIS, which should result in children being better prepared for school and 2) to assist providers in understanding and participating in the SF-QRIS.

The Quality Improvement Services contractor (WestEd CCFS), under the program name SF Quality Connections will be responsible for the provision of citywide *technical assistance, coaching* and training services for early care and education providers in the city, with initial priority for services given to low performing, publicly-funded early care and education programs serving low income or children with special needs.

*On-site technical assistance* is defined as an intentional process that uses various strategies over time to improve the quality of a child care program or an individual provider's practices through visits to the program. *Coaching* is defined as a relationship-based process led by an expert with specialized and adult learning knowledge and skills, who often serves in a different professional role than the recipient. Coaching is designed to build the capacity for specific professional dispositions, skills, and behaviors, and is focused on goal-setting and achievement for an individual or group. (Early Childhood Education Professional Development: Training and Technical Assistance Glossary developed by the National Association for the Education of Young Children and the National Association of Child Care Resource and Referral)

In addition to supporting eligible programs participating in city-funded programs to raise quality, SF Quality Connections will be responsible for providing information and support for future SF-QRIS participation and for increasing providers understanding, comfort, and efficacy to utilize the assessment tools of SF-QRIS as it is developed.

### Scope of Work

WestEd CCFS, through the SF Quality Connections Program will provide quality improvement services needed to enhance the capacity to publicly funded early care and education providers to raise levels of program quality and to participate in a locally designed QRIS. In 2012-2013, the SF Quality Connections Program will provide the following services:

- Establish a pool (staff and/or consultants) of qualified, multilingual technical assistance specialists that offer customized onsite technical assistance, coaching and/or training for centers and Family Child Care (FCC) programs that will increase program quality

## First 5 San Francisco Scope of Work Narrative

<b>Agency:</b> WestEd, Center for Child and Family Studies	<b>Grant Year:</b> 2012-2013
<b>Project/Initiative:</b> QRIS - Quality Improvement Services	

### **Project Description and Goals**

A growing body of research confirms that high quality early learning programs help improve children's readiness for school and success in life, leading to higher test scores, better school attendance, reduced grade retention, higher rates of school completion, greater likelihood of attending college, and higher lifetime earnings (Reynolds et al, 2007; Karoly & Bigelow, 2005; Ramey et al, 2000). Quality early learning programs that use research-based, developmentally appropriate practices achieve positive results. Poor-quality programs exacerbate and perpetuate the school readiness gap, and may be unsafe, unhealthy, and cause harm to our youngest children (National Institute of Child Health and Human Development, 2002; Shonkoff & Phillips, 2000).

In recognition of the need to build and support quality early care and education options to families, First 5 San Francisco, its partner city and county departments, and private funders continue to build the infrastructure to insure high quality early care and education programs for young children and their families. The staff from the city departments will be working with community leaders, stakeholders, providers and advocates across the city to design a Quality Rating and Improvement System (QRIS) for early care and education. A QRIS is a set of ratings graduated by level of quality and used to assess early learning and care programs. It is based upon early childhood research identifying the quality elements that are critical to positive child development outcomes. QRIS's objective ratings will assist families to identify quality programs, guide providers in continuous program improvements, inform the delivery of technical assistance to early childhood educators; and provide policymakers needed information to hold programs accountable and to invest in effective quality improvement efforts.

The overarching goals of the Quality Rating and Improvement System are to:

- Ensure that all children, with priority to those who can have greatest benefit, have access to quality programs
- Ensure that public dollars are being used efficiently to support and encourage high-quality programs
- Determine the availability of quality early childhood education in San Francisco
- Create the necessary infrastructure for the measurement of performance to inform program improvement and professional development efforts, thereby supporting programs meet and maintain the quality standards.
- Develop a culture of ongoing program improvement in the early care and education community where providers are motivated and supported to improve the quality of their programs.

The creation of the SF QRIS, and the key functions of rating and program improvement services which will be provided by the SF Quality Connections Program will operationalize the vision of the City-wide Plan for Early Care and Education in which "San Francisco develops a system for

required for participation in city-funded programs (Year 1), and to support participating programs to achieve quality improvements and a higher QRIS rating.

- In collaboration with preschool and family child care quality improvement programs, provide onsite program improvement services to sites identified most in need of assistance to improve the city's ECF settings for infant/toddler, preschool-aged children and family child care homes; and support providers' capacity to meet program quality assurances as measured by Environmental Rating Scales and other baseline requirements of city-funded programs. First priority for services include approximately 71 sites with assessment scores below 3.0 on the Harms Scale rating. Second priority for services include sites who are working to increase quality to as measured by ERS from 3.0 - 4.0.
- Provide 28 training sessions on assessment tools (ERS, CLASS) to TA Specialists, FCC and center-based providers.
- Provide access to additional TA resources (DRDP, CSEFEJ, Learning Foundations) used in SFQRIS for ECE TA specialists, FCC and center-based providers.
- Develop web-based or onsite training to support meaningful use of quality improvement assessment instruments identified by SF-QRIS to new and existing providers
- Participate in SF-QRIS Development Meetings and SF-QRIS Stakeholder Meetings. Develop and implement of a plan to guide Quality Connections' activities outreach and information activities for QRIS.

First 5 San Francisco Performance Measures Form - Ver 2/3/10

Agency/Program Name: WestEd, Center for Child and Family Studies / SF Quality Connections - Quality Improvement Services

Service: Provide on-site program improvement services to increase quality as measured by ERS scores to providers/classrooms in Q1, Q2, Q3, and Q4 for an average of 2 x a month at 2 hours each.

Performance Measure	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of FCC providers who have scores of 3 and below (1st priority) and 4 and below (2nd priority).	40	4	21	0	65	Report the unduplicated number of FCC providers receiving coaching	Established Data System
Number of center-based classrooms who have scores of 3 and below (1st priority) and 4 and below (2nd priority)	5	1	0	0	6	Report the number of classrooms receiving coaching	Established Data System
Number of QIP's entered into data system	0	50	21	0	71	Report on the number of QIP's (FCC and classrooms)	Established Data System
Number of hours provided to FCC for on-site coaching	350	923	923	924	3120	Report on the total number of hours provided on-site and in training cohorts for all FCC	Established Data System
Number of hours provided to centers for on-site coaching	45	81	81	81	288	Report on the total number of hours provided on-site for all site's classrooms.	Established Data System
Number of providers demonstrating improved quality as measured through assessment	0	0	0	57	57	Target of 57 is generated from the expected 71 providers/classrooms receiving TA and an 80% improvement rate (71x.8=57). In quarter 4 enter the number of providers who are able to demonstrate improved quality through reassessment; include in comments the total providers' classrooms served during year (i.e. total sample size).	Established Data System

Service: Provide training on assessment tools (ERS, CLASS) and assessment process to FCC, center-based, and TA providers and mentors. Note: CMS measures will be tracked on separate CMS account for CLASS Plus Program)

Performance Measure	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of training sessions in multiple languages on ERS (FCCERS, ITERS, ECERS) and CLASS Tools	6	6	8	8	28	Report the number of trainings. Report quantitative information in comment section about efficacy of training sessions. Note: Trainings will involve the joint efforts of QIS and QRS particularly in Quarter 1.	Sign-in sheets, agendas
Number of center-based providers served through ERS training	50	50	50	50	200	Report the number of Center-based Preschool and Infant Toddler teachers who participate in training.	Sign in sheets
Number of FCC providers served through ERS training.	50	50	75	50	250	Report the number of FCC providers who participate in training.	Sign in sheets
Number of TA providers and mentors served through ERS training supports and information	50	0	0	0	50	Report the number of TA providers who participate in training.	Sign-in sheets, agendas
Number of CLASS Coordination meetings with the SF Children's Council to monitor activities.	1	1	1	1	4	Report the number of meetings.	Sign-in sheets, agendas

Service: Provide access to additional TA resources (DRDP, CSEFEL, Learning Foundations) used in SFQRIS for ECE TA specialists, FCC and center-based providers.							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Provide four training sessions to inform practice with DRDP	0	0	1	2	3	Report number of community trainings	Sign-in sheets, agendas
Number of attendees participating in DRDP training.	0	0	20	40	60	Report number of participants	Sign-in sheets, agendas
Number of CSEFEL Webinar trainings made accessible to providers (one in each language, English, Spanish, Chinese)	0	0	1	2	3	Report on number of CSEFEL Webinars	sign-in sheets, agendas
Number of attendees participating in CSEFEL Webinars	0	0	30	60	90	Report on number of participants in CSEFEL Webinars	Sign-in sheets, agendas
Number of PITC training hours provided to Family Child Care Providers	33	33	33	33	132	Enter total number of hours of training. This is leveraged funds from PITC state contract. This is leveraged funds from the PITC state contract.	PITC Data system
Number of FCC Providers participating in PITC training	0	14	0	0	14	Enter unduplicated number of FCC providers. These providers are using leveraged funds	PITC Data system
Number of PITC training hours provided to Center-based programs.	17	17	17	17	68	Enter total number of hours of training. This is leveraged funds from PITC state contract. This is leveraged funds from the PITC state contract.	PITC Data system
Number of Center-based providers participating in PITC Training.	0	7	0	0	7	Enter unduplicated number of center-based providers. These are centers using leveraged funds.	PITC Data system
Service: Participation in SF-QRIS Development Meetings and SF-QRIS Stakeholder Meetings							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of SF-QRIS Development Meetings attended (including both local and regional)	2	2	1	0	5	Report on number of meetings attended for the SF-QRIS. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	meeting sign-in sheets and minutes
Number of SF-QRIS Stakeholder Meetings attended	2	1	2	1	6	Report on number of SF-QRIS Stakeholder Meetings attended	Meeting sign-in
Deliver QIS Report to funders and make a presentation to stakeholder groups	0	0	0	1	1	Mark a "1" in the quarter that materials are developed and distributed.	Completed Report
Service: Development and implementation of a plan to guide Quality Connections' activities outreach and information activities for QRIS.							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of outreach plans developed	0	1	0	0	1	Report on number of plans developed by Quality Connections. <i>Note: this will involve the joint efforts of both QIS and QRS.</i>	Outreach Plan
Number of community informational meetings convened to assist providers in understanding the development of the SF-QRIS	0	0	2	2	4	Report on number of community informational meetings provided.	sign-in sheets/meeting minutes



Number of providers who participate in the community informational meetings on SF-QRIS	0	1	60	60	120	Report on number of providers who attend community informational meetings	sign-in sheets/meeting minutes
Number of presentations made to CPAC on the development of the SF-QRIS.	1	1	1	1	4	Report on number of CPAC presentations made. <b>Note: this will involve the joint efforts of QIS and QRS.</b>	Meeting sign-in
Number of quarterly updates to print and electronic media which include fee for service information	1	1	1	1	4	Report on number of quarterly updates to print and electronic media. <b>Note: this will involve the joint efforts of QIS and QRS.</b>	Print and electronic media materials

WESTED, CENTER FOR CHILD AND FAMILY STUD. SF QUALITY CONNECTIONS - QUALITY IMPROVEMENT SERVICES  
2012-13 BUDGET - CMS FORM 4

**PERSONNEL**

Title	Name	Function	FTE (%)	Request	Other - Cash	Other - In-Kind	Total Salary
Program Director II	Janet L. Poole	Co-program Director	0.007	\$1,208.00	\$8,141.92		\$9,349.92
Sr. Program Associate II	Arlene R. Paxton	Co-program Director	0.054	\$7,017.00	\$5,911.47		\$12,928.47
Research Associate II	Marla J. Walsh	QIS Coordinator	0.600	\$42,924.00	\$21,696.44		\$64,619.44
Program Associate I	Margaret L. Bartelt	QIS Coach	0.500	\$38,419.00	\$18,407.60		\$54,826.60
Program Associate II	Laura Y. Cheng	QIS Coach	0.800	\$53,065.00	\$13,401.26		\$66,466.26
Program Assistant I	Yudy Larzaburo Naranjo	QIS Coach	0.800	\$63,065.00	\$13,401.26		\$76,466.26
Program Associate I	Tamara Barreti	QIS Coach	0.800	\$63,065.00	\$13,401.26		\$76,466.26
Specialist (Temp)	TBD	QIS Coach	0.113	\$12,000.00	\$10,800.00		\$22,800.00
Sr. Program Associate II	Melinda Brookshire	Trainer	0.009	\$1,091.00			\$1,091.00
Research Associate II	Cheri J. Longaker	Trainer	0.018	\$1,578.00			\$1,578.00
Sr. Program Associate I	Janice K. Davis	Trainer	0.032	\$3,274.00			\$3,274.00
Sr. Program Associate I	Allen K. Young	Trainer	0.028	\$2,319.00			\$2,319.00
Program Coordinator I	Talia J. Leahy	Trainer	0.014	\$886.00			\$886.00
Program Associate I (Temp)	Janet P. Kinoshita	Facet Analyst	0.007	\$720.00			\$720.00
Program Assistant I	Matthew E. Gunnison	Administrative Support	0.000	\$0.00	\$2,562.89		\$2,562.89
Program Coordinator II	Susanna H. Camp	Data Analyst	0.054	\$3,748.00	\$3,167.23		\$10,000.00
<b>TOTAL PERSONNEL</b>				<b>\$272,359.00</b>			

**FRINGE BENEFITS**

Benefit Name	Calculations	Salary	%	Request	Other - Cash	Other - In-Kind	Total
Total Benefits	36.4017% of regular employees' salaries plus leave and 14.7% for temporary employees	\$272,359.00	0.365808	\$98,384.00	\$40,302.61		\$138,686.61
<b>TOTAL FRINGE BENEFITS</b>				<b>\$98,384.00</b>			

**PROFESSIONAL SERVICES**

Title	Function	FTE (%)	Request	Other - Cash	Other - In-Kind	Total
Family Child Care Peer Mentors	Incentives		\$16,200.00			\$16,200.00
<b>TOTAL PROFESSIONAL SERVICES</b>				<b>\$16,200.00</b>		

**SUBCONTRACTS**

Agency	Function	Calculation	Program Costs	Admin Costs	Request	Other - Cash	Other - In-Kind	Total
Children's Council of SF	Class+ and coaching	This line item amount is pass through costs and does not trigger any administrative costs below.	\$165,000.00		\$165,000.00			\$165,000.00
<b>TOTAL SUBCONTRACTS</b>					<b>\$165,000.00</b>			

**PROGRAM MATERIALS**

Expense	Calculations	Request	Other - Cash	Other - In-Kind	Total
Supplies/Materials	SF F5: 6,823 hrs x \$0.01 rate plus any additional training supplies/materials CDE: 2,453 hrs x \$0.03 rate plus any additional training supplies/materials	\$12,042.00	\$5,073.59		\$17,115.59
Participant Resource Materials	200 participants @ \$169 each	\$33,800.00			\$33,800.00
Postage/Telephone	SF F5: 6,623 hrs x \$0.06 rate plus any additional postage costs CDE: 2,463 hrs x \$0.12 rate	\$2,295.00	\$294.36		\$2,589.36

WESTED, CENTER FOR CHILD AND FAMILY STUDIES - SF QUALITY CONNECTIONS - QUALITY IMPROVEMENT SERVICES  
 2012-13 BUDGET - CMS FORM 4

Printing/Graphics	SF F5: 8,823 hrs x \$0.03 rate plus any and additional printing costs CDE: 2,453 hrs x \$0.08	\$13,149.00	\$147.18		\$13,296.18
<b>TOTAL PROGRAM MATERIALS</b>		<b>\$61,286.00</b>			
<b>OTHER PROGRAM EXPENSES</b>					
<b>Expense</b>	<b>Calculations</b>	<b>Request</b>	<b>Other - Cash</b>	<b>Other - In-Kind</b>	<b>Total</b>
Project Specific Direct Technology	SF F5: 8,823 hrs x \$4.76 rate CDE: 2,453 hrs x \$4.72 rate	\$31,469.00	\$11,678.16		\$43,037.16
Project Specific Direct Occupancy	SF F5: 8,823 hrs x \$0.26 rate CDE: 2,463 hrs x \$0.60 rate	\$1,722.00	\$5,618.88		\$3,340.88
Project Specific Program Support	SF F5: 8,823 hrs x \$7.62 rate CDE: 2,463 hrs x \$7.63 rate	\$49,805.00	\$19,471.09		\$69,276.09
Teaching Pyramid Model Training	Completed Cohort Activities - \$5,000; Second Half Activities - \$23,500; Additional Activities - \$69,000; Training Materials - \$6,000. This line item amount is fixed price upon completion and does not trigger any additional administrative costs below.	\$93,500.00			\$93,500.00
Project Specific Travel	5 coaches x 200 trips/yr x \$20/trip For Preschool Foundations/Curriculum Frameworks/DRDP, 3 people for a 3 day/2 night nonlocal trip @ \$3,705 in Year 1. CDE: 5 Specialists x 100 trips/yr x \$20/trip	\$23,705.00	\$19,000.00		\$33,705.00
<b>TOTAL OTHER PROGRAM EXPENSES</b>		<b>\$200,191.00</b>			
<b>ADMINISTRATIVE COSTS</b>					
<b>Cost Name</b>	<b>Calculations</b>	<b>Request</b>	<b>Other - Cash</b>	<b>Other - In-Kind</b>	<b>Total</b>
Total Admin Costs	SF F5: (\$811,420 - \$99,500 - \$168,000) x 14.4% CDE: \$198,366.27 x 15.772%	\$78,620.00	\$91,286.33		\$110,906.33
<b>TOTAL ADMINISTRATIVE COSTS</b>		<b>\$79,620.00</b>			
<b>TOTAL BUDGET REQUESTED:</b>		<b>\$891,040.00</b>			

**First 5 San Francisco  
Scope of Work Narrative**

<b>Agency:</b> WestEd, Center for Child and Family Studies	<b>Grant Year:</b> 2012-2013
<b>Project/Initiative:</b> QRIS - Quality Rating Services	

### **Project Description and Goals**

A growing body of research confirms that high quality early learning programs help improve children's readiness for school and success in life, leading to higher test scores, better school attendance, reduced grade retention, higher rates of school completion, greater likelihood of attending college, and higher lifetime earnings (Reynolds et al, 2007; Karoly & Bigelow, 2005; Ramey et al, 2000). Quality early learning programs that use research-based, developmentally appropriate practices achieve positive results. Poor-quality programs exacerbate and perpetuate the school readiness gap, and may be unsafe, unhealthy, and cause harm to our youngest children (National Institute of Child Health and Human Development, 2002; Shonkoff & Phillips, 2000).

In recognition of the need to build and support quality early care and education options to families, First 5 San Francisco, its partner city and county departments, and private funders continue to build the infrastructure to insure high quality early care and education programs for young children and their families. The staff from the city departments will be working with community leaders, stakeholders, providers and advocates across the city to design a Quality Rating and Improvement System (QRIS) for early care and education. A QRIS is a set of ratings graduated by level of quality and used to assess early learning and care programs. It is based upon early childhood research identifying the quality elements that are critical to positive child development outcomes. QRIS's objective ratings will assist families to identify quality programs, guide providers in continuous program improvements, inform the delivery of technical assistance to early childhood educators, and provide policymakers needed information to hold programs accountable and to invest in effective quality improvement efforts.

The overarching goals of the Quality Rating and Improvement System are to:

- Ensure that all children, with priority to those who can have greatest benefit, have access to quality programs
- Ensure that public dollars are being used efficiently to support and encourage high-quality programs
- Determine the availability of quality early childhood education in San Francisco
- Create the necessary infrastructure for the measurement of performance to inform program improvement and professional development efforts, thereby supporting programs meet and maintain the quality standards.
- Develop a culture of ongoing program improvement in the early care and education community where providers are motivated and supported to improve the quality of their programs.

The SF-QRIS will be modeled after the California Early Learning Quality Improvement System and will utilize a set of research-based common assessment tools as part of the framework to rate

and improve quality in early care and education settings. The Environment Rating Scales (ERS), developed by Harms, Clifford and Cryer, at Frank Porter Graham Child Development Institute, University of North Carolina-Chapel Hill campus has been used in San Francisco for the past six years and will be one of the tools to measure environmental quality in the SF-QRIS. Two additional instruments are anticipated to be utilized in some capacity during the three-year grant period. Beginning in 2012-2013, the Classroom Assessment Scoring System (CLASS), developed by Robert C. Pianta, Ph.D., Karen M. La Paro, Ph.D., and Bridget K. Hamre, Ph.D, at the University of Virginia will be incorporated to measure the quality of teacher/child interactions. As the SF-QRIS is developed, the selected contractor for the Quality Rating Services is expected to provide provider-friendly training and rating services to support San Francisco's early care and education programs.

The Quality Rating Services contractor (WestEd CCFS), under the program name SF Quality Connections, will be responsible for the provision of citywide external rating services necessary for the optimal implementation of San Francisco's QRIS for licensed early care and education programs, with priority for services given to publically-funded early care and education programs serving low income or children with special needs.

The creation of the SF QRIS, and the key functions of rating and program improvement services which will be provided by the SF Quality Connections Program will operationalize the vision of the City-wide Plan for Early Care and Education in which "San Francisco develops a system for ECE programs that supports higher quality". In addition it implements the recommendation of the SF Budget and Legislative Analyst through its 2010 Performance Audit Report of San Francisco's Early Childhood and Education Programs that "the ECE technical assistance system be linked to performance outcomes."

### **Scope of Work**

WestEd CCFS is responsible for maintaining an External Review Team, a cadre of highly trained, certified and calibrated external raters who will:

- Perform valid and reliable ratings, using Early Childhood Environment Rating Scale-Revised (ECERS-R), Infant/Toddler Environment Rating Scale-Revised (ITERS-R), Family Child Care Environment Rating Scale -Revised (FCCERS-R) scoring, and the Classroom Assessment Scoring System (CLASS) assessment tool. In FY 2012-2013, the contractor shall conduct approximately 365 ERS and 184 CLASS assessments.
- Provide training and information to technical assistance providers which is related to the external review instruments which are used in San Francisco.
- Develop web-based or onsite training to support meaningful use of quality improvement assessment instruments identified by SF-QRIS to new and existing providers
- Develop and convene regular Advisory Group meetings of key stakeholders including representation from all types of licensed providers, funders, local Child care Planning and Advisory Committee representatives; and representatives from the early childhood professional development community

PERSONNEL	PERSONNEL NARRATIVE
Title	
Program Director II	Will oversee QIS project, collaborate with QRS Coordinator, Quality Family Child Care Network Coordinator and Manager, oversee outreach, oversee subcontract with Children's Council of SF, oversee QIS portion of SFQRS web-site, supervise QIS Coordinator, arrange training of QIS staff with content experts, and develop training materials.
Sr. Program Associate II	
Research Associate II	Will supervise QIS coaches, collaborate with QRS Coordinator and QFCN Coordinator, assign programs to QIS coaches based on language needs and geography, conduct ERS and SFQRS training, and coach a limited number of providers.
Program Associate I	
Program Associate II	Will provide coaching to classroom teachers and family child care providers to increase the quality of the programs and increase ERS scores, work closely with peer mentors on developing family child care cohorts and conduct for purposes of training and peer support meetings, collaborate with QFCN advisors assigned to family child care programs, and participate in training.
Program Assistant I	
Program Associate I	
Specialist (Temp)	
Sr. Program Associate II	
Research Associate II	
Sr. Program Associate I	
Sr. Program Associate I	Will provide training to QIS team and QFCN advisors on DRDP II, Preschool, Early Learning and Development Foundations, program guidelines, and curriculum frameworks.
Program Coordinator I	
Program Associate I (Temp)	Will track expenditures of salaries, benefits, travel, resource materials, and subcontract payments to Children's Council of SF and peer mentors.
Program Assistant I	Will support QIS Coordinator and Coaches in processing timesheets, travel claims, ordering supplies and materials, compiling and printing training materials, and processing stipends for peer mentors and resource materials for providers and classrooms.
Program Coordinator II	Will support QIS Coordinator and Coaches on data submissions, data analysis, and report preparation, and will oversee allocation of resource materials.

FRINGE BENEFITS	FRINGE BENEFITS NARRATIVE
Benefit Name	
Total Benefits	A blended rate is used in cell E29 due to the varying rates between Regular and Temporary Employees. Below is a breakdown of all benefits for regular employees: Total Dental/Medical at 18.134% Worker's Comp at 0.519% Life Insurance/ADD at 0.393% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.226% EAP/Cafeteria at 0.092% Retirement at 14.763% Supplemental at 1.674% Staff Benefits/Related Costs at 0.134% Unemployment Tax at 0.510% FICA at 1.883%

PROFESSIONAL SERVICES	PROFESSIONAL SERVICES NARRATIVE
Title	
Family Child Care Peer Mentors	Incentives of an average of \$1,800 each will be provided to a cadre of 8 to 13 family child care peer mentors. Working with the QIS Coordinator, QIS Coaches, the Quality Family Child Care Network Coordinator and Advisors, the family child care peer mentors will conduct outreach and develop cohort groups of family child care providers to participate in SFQRS, ERS and other related training.

SUBCONTRACTS	SUBCONTRACTS NARRATIVE
Agency	
Children's Council of SF	Children's Council staff will assist with recruitment, technical assistance for online programs and video equipment, case management, monitoring reports, entering and updating data into First 5 CA's PROOF database, and coordinating MyTeaching Partner assessors and coaches. Includes implementation for 60 preschool teachers and family child care providers to participate in the 10 month program.

PROGRAM MATERIALS	PROGRAM MATERIALS NARRATIVE
Expense	
Supplies/Materials	Stationery, pens, writing tablets, markers, clips, notepads, flip charts and other training materials.
Participant Resource Materials	Materials needed for participants.
Postage/Telephone	General/bulk mailing and telecommunications costs.

Printing/Graphics	General office copying and printing of training materials for the ERS, CLASS, QRIS and other training events as well as marketing materials. An outside vendor will be used for bulk printing.
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**OTHER PROGRAM EXPENSE OTHER PROGRAM EXPENSES NARRATIVE**

Expense	
Project Specific Direct Technology	Computer equipment for QRIS Coaches, IT support and network/equipment costs.
Project Specific Direct Occupancy	Rent/occupancy for project office space for Co-Directors, Data Analyst and trainers.
Project Specific Program Support	includes admin services such as HR, purchasing, insurance, legal, membership dues and program services such as staff planning, quality review, staff development, work planning, staff evaluation and library assistance.
Teaching Pyramid Model Training	WestEd Center for Child & Family Studies, San Marcos Office (WestEd) will work with selected trainers and coaches to support continued implementation for cohorts trained during the 2011-2012 school year and complete the Teaching Pyramid model training to Preschool For All (PFA) sites in San Francisco as started in 2011-12. WestEd is also committed to support the implementing sites and will continue to provide guidance and technical assistance to the cohorts throughout the year. Food will be provided for all full days.
Project Specific Travel	Airfare and lodging are based on current average rates. Per diem is \$45/day or \$11.25/quarter day. For local travel, per diem is as follows: breakfast-\$9, lunch-\$12, dinner-\$24. Other expenses include ground transportation (shuttle, taxis or trains), parking, tolls, and incidentals. Mileage is charged at CA's approved reimbursement rate.

**ADMINISTRATIVE COSTS ADMINISTRATIVE COSTS NARRATIVE**

Cost Name	
Total Admin Costs	includes Board/Board support, Executive Director's Office, Resource Development, Communications, Contracts, and Accounting/Finance Services. Additional admin costs are applied at a rate of 2%. Excludes pass-through costs.

First 5 San Francisco Performance Measures Form - Ver 2/3/10

Agency/Program Name: WestEd, Center for Child and Family Studies / SF Quality Connections - Quality Rating Services

Service: Conduct program quality reviews with reliability for eligible programs during the 2012-2013 fiscal year							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
# of ERS assessments are completed.	80	95	95	95	365	Enter number of ERS assessment completed each quarter.	Database/ Tracking file
# of CLASS Assessments are completed.	30	51	51	52	184	Enter number of ERS assessment completed each quarter.	Database/ Tracking file
Number of satisfaction survey responses rating the assessment process as "satisfactory"	0	0	0	198	198	Target of 198 generated from the likelihood of receiving 248 surveys and anticipated 80% high satisfaction rate (248x.8=198). In quarter four, report the actual number of surveys received with high satisfaction marked on question of overall satisfaction. Include in the comments section the actual total number of surveys received (i.e. sample size).	Survey/Databas e
Number of assessments conducted in a linguistically appropriate way.	0	0	0	494	494	Target of 494 generated from the likelihood of completing 549 assessments and an anticipated 90% completed in preferred language (549x.9=494). In quarter four, report the actual number of assessments completed in preferred language. Include in the comments section the actual total number of assessments (i.e. sample size).	Survey/Databas e.
Number of ERS assessments completed for fee-for-service	1	1	1	2	5	Enter number of fee-for-service ERS assessment completed each quarter.	Database/ Tracking file
Service: Provide information about the assessment instruments and assessment process to the provider community							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of TA providers participating in training session and quarterly follow-up meetings	30	20	1	1	52	Report the unduplicated number of TA providers who attend training sessions. Report quantitative information in comment section about efficacy of training sessions.	Sign in Sheets
Number of Information/ Training Sessions to TA Provider Community	5	4	2	2	5	Enter the number of information/ training sessions provided in each quarter.	Agenda/ minutes
Number of monthly in-person or video conference calls with TA providers	3	3	3	3	12	Enter the number of in-person or video conference calls provided in each quarter.	Agenda/ minutes
Number of FCC and Center-based information meetings and training sessions conducted jointly with Quality Connections QIS Team	3	0	0	0	3	Enter number of FCC and Center-based information meetings and training sessions conducted jointly with Quality Connections QIS Team	Training Agenda
Number of TA provider responses rating that they are knowledgeable about assessment process	0	0	0	52	52	Target of 52 generated from the 52 participating TA providers and an anticipated 100% success rate (52x1.0=52). In quarter four, report the actual number of providers reporting knowledge increase. Include in the comments section the actual total number of surveys (i.e. sample size).	Survey/ Database
Number of TA provider responses rating that they know where to direct providers/programs for assessment	0	0	0	52	52	Target of 52 generated from the 52 participating TA providers and an anticipated 100% success rate (52x1.0=52). In quarter four, report the actual number of providers reporting knowledge increase. Include in the comments section the actual total number of surveys (i.e. sample size).	Survey/ Database



Service: Convene regular Rating Advisory Group meetings							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Sources
Number of Rating Advisory Group meetings held	1	1	1	1	4	Enter the number of meetings held. Describe key activities in comment section.	Agenda and sign in
Number of stakeholders participating as Rating Advisory Group members	6	1	1	1	9	Enter the unduplicated number of stakeholders participating in advisory meetings	Roster
Number of activities conducted around grievance procedure development (draft document, draft review, update on process to funders)	1	1	1	0	3	Enter a 1 for each of the three key activities completed around grievance procedure development (draft document, review, and update to funders).	Written procedure
Number of activities conducted around fee-for-service plan development (draft document and review)	2	0	0	0	2	Enter a 1 for each of the key activities completed around fee-for-service plan development (draft document and review).	Written procedure
Number of member surveys conducted annually	0	0	0	1	1	Enter a 1 for the quarter in which the member survey was completed. Include key findings in the comments section.	Survey template
Service: Participation in and/or convening of SF-QRIS Development Meetings and SF-QRIS Stakeholder Meetings							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Sources
Number of SF-QRIS Development Meetings attended (including both local and regional)	2	1	2	1	6	Report on number of meetings attended for the SF-QRIS. <b>Note: this will involve the joint efforts of QIS and QRS.</b>	Meeting sign-in sheets and minutes
Number of SF-QRIS Stakeholder Meetings attended and/or convened	2	1	2	1	6	Report on number of SF-QRIS Stakeholder Meetings attended and/or convened. <b>Note this will start as a funder initiated meeting and then over time Quality Connections will assume greater responsibility in convening and leading.</b>	Meeting sign-in
Deliver QRS Report to funders and make a presentation to stakeholder groups	0	0	0	1	1	Mark a "1" in the quarter that materials are developed and distributed.	Completed Report
Service: Development and implementation of a plan to guide Quality Connections' activities outreach and information activities for QRIS.							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Sources
Number of outreach plans developed	0	1	0	0	1	Report on number of plans developed by Quality Connections. <b>Note: this will involve the joint efforts of both QIS and QRS.</b>	Outreach Plan
Number of presentations made to CPAC on the development of the SF-QRIS	1	1	1	1	4	Report on number of CPAC presentations made. <b>Note: this will involve the joint efforts of QIS and QRS.</b>	Meeting sign-in
Number of Fee for Service Plans marketed	0	1	0	0	1	Put a "1" in the quarter in which the marketing of the Fee-for-Service Plan is implemented. Enter number of "paid" assessments completed in comment section each quarter.	Database

**PERSONNEL**

Title	Name	Function	FTE (%)	Request	Other - Cash	Other - In-Kind	Total Salary
Evaluation Director	Kerry L. Kriener-Althen	Provide project oversight	0.080	\$1,858.00	\$8,750.00		\$10,608.00
Sr. Research Associate	Gabriela S. Lopez	Quality Review Manager	0.084	\$16,615.00	\$45,835.00		\$62,450.00
Project Manager	Jocelyn A. Schelbe	Project Manager	0.450	\$8,812.00	\$39,258.00		\$48,070.00
Research Assistant	Min Chen	Translation	0.017	\$1,039.00	\$0.00		\$1,039.00
Quality Review Assistant	TBD	Quality Review	0.505	\$4,314.00	\$20,893.00		\$25,207.00
Project Coordinator	TBD	Project Coordinator	0.117	\$1,758.00	\$8,399.00		\$10,157.00
Program Quality Assessors (3)	TBD	Quality Assessor	4.800	\$287,454.00	\$0.00		\$287,454.00
<b>TOTAL PERSONNEL</b>				<b>\$318,745.00</b>	<b>\$117,135.00</b>		<b>\$435,880.00</b>

**FRINGE BENEFITS**

Benefit Name	Calculations	Salary	%	Request	Other - Cash	Other - In-Kind	Total
Total Benefits - Assessments	38.4% of regular employees' salaries plus leave	\$287,454.00	0.264013	\$104,837.00			\$104,837.00
Total Benefits - General	38.4% of regular employees' salaries plus leave	\$148,428.00	0.364019	\$11,391.00	\$42,640.00		\$54,031.00
<b>TOTAL FRINGE BENEFITS</b>				<b>\$116,228.00</b>	<b>\$42,640.00</b>		<b>\$158,868.00</b>

**PROFESSIONAL SERVICES**

Title	Function	FTE (%)	Request	Other - Cash	Other - In-Kind	Total
Website Developer			\$4,500.00			\$4,500.00
<b>TOTAL PROFESSIONAL SERVICES</b>			<b>\$4,500.00</b>			<b>\$4,500.00</b>

**SUBCONTRACTS**

Agency	Function	Calculation	Program Costs	Admin Costs	Request	Other - Cash	Other - In-Kind	Total
None					\$0.00			\$0.00
<b>TOTAL SUBCONTRACTS</b>					<b>\$0.00</b>			<b>\$0.00</b>

**PROGRAM MATERIALS**

Expense	Calculations	Request	Other - Cash	Other - In-Kind	Total

Supplies/Materials	see narrative	\$3,853.00	\$488.00	\$4,341.00
Postage/Telephone	see narrative	\$3,948.00	\$2,337.00	\$6,285.00
Printing/Graphics	see narrative	\$820.00	\$1,128.00	\$1,448.00
<b>TOTAL PROGRAM MATERIALS</b>		<b>\$8,129.00</b>	<b>\$3,951.00</b>	<b>\$12,080.00</b>

**OTHER PROGRAM EXPENSES**

Expense	Calculations	Request	Other - Cash	Other - In-Kind	Total
Project Specific Direct Technology - Assessments		\$42,188.00		\$598.00	\$42,786.00
Project Specific Direct Occupancy - Assessments		\$0.00			\$0.00
Project Specific Program Support - Assessments		\$64,320.00			\$64,320.00
Project Specific Direct Technology - General		\$3,849.00	\$13,849.00		\$17,298.00
Project Specific Direct Occupancy - General		\$3,701.00	\$12,886.00		\$16,587.00
Project Specific Program Support - General		\$5,116.00	\$18,525.00		\$23,641.00
Project Specific Translation	\$0.30/word	\$19,602.00			\$19,602.00
Project Specific Travel	Estimated at \$40/trip x 625 trips/year	\$25,000.00			\$25,000.00
ECERS Reliability Training		\$9,000.00			\$9,000.00

FCCRS Reliability Training		\$9,000.00			\$9,000.00
CLASS Reliability Training		\$9,000.00			\$9,000.00
ITERS Reliability Training		\$9,000.00			\$9,000.00
Project Specific Fingerprinting	\$75 x 7 assessors	\$525.00			\$525.00
<b>TOTAL OTHER PROGRAM EXPENSES</b>		<b>\$200,097.00</b>	<b>\$46,109.00</b>	<b>\$593.00</b>	<b>\$246,206.00</b>
<b>ADMINISTRATIVE COSTS</b>					
<b>Cost Name</b>	<b>Calculations</b>	<b>Request</b>	<b>Other - Cash</b>	<b>Other - In-Kind</b>	<b>Total</b>
Total Admin Costs - Assessments	13.67% rate	\$68,239.00			\$68,239.00
Total Admin Costs - General	13.67% rate	\$19,740.00	\$28,684.00		\$48,424.00
<b>TOTAL ADMINISTRATIVE COSTS</b>		<b>\$87,979.00</b>	<b>\$28,684.00</b>		<b>\$116,663.00</b>
<b>TOTAL BUDGET REQUESTED:</b>		<b>\$735,481.00</b>	<b>\$238,519.00</b>	<b>\$593.00</b>	<b>\$974,000.00</b>

PERSONNEL	PERSONNEL NARRATIVE
Title	
Evaluation Director	Provide overall oversight and leadership to the project, and ensure that the project has appropriate and adequate resources to effectively and efficiently carry out the work with the highest standards of quality.
Sr. Research Associate	Develop training content (including online training) and assessment protocols and procedures; train QRS Assessors and QRS Coaches on assessment protocols; ensure that all protocols and procedures are carefully and consistently followed and implemented across Assessors; review assessment reports; provide ongoing training, supervision, and support to Assessors; and communicate with the client. Includes \$9,031 for ramp-up.
Project Manager	Dedicated to day-to-day implementation of assessment services; operations management and administrative support; monitor the timeline and ensure that all deliverables are completed on time; oversee scheduling of program assessments; oversee assessment data entry; oversee the maintenance of external communications vehicles (website, voicemail, email); manage the reporting to funders; and coordinate internal project meetings.
Research Assistant	For ramp-up only. Review and finalize translation of materials into Chinese.
Quality Review Assistant	Dedicated to sending letters and posters to programs prior to assessment; enter scores into the data system; track interrater reliability; print and mail assessment reports to each assessed program; and provide general administrative support to the project, including maintaining project files, photocopying and filing of documents, and general office support.
Project Coordinator	Conduct community outreach regarding assessment processes.
Program Quality Assessors (6)	ERS - 356 sessions at \$1,127/session CLASS - 164 sessions at \$245/session Six assessors at \$28.15/hr. dedicated to achieving and maintaining reliability on each of the assessment instruments, conducting program quality assessments, accurately completing score sheets and summary reports, and carefully and completely following all project protocols and procedures.

FRINGE BENEFITS	FRINGE BENEFITS NARRATIVE
Benefit Name	
Total Benefits - Assessments	Total Dental/Medical at 16.134% Workers' Comp at 0.519% Life Insurance/ADD at 0.393% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.226% EAP/Cafeteria at 0.092% Retirement at 14.753% Supplemental at 1.674% Staff Benefits/Related Costs at 0.134% Unemployment Tax at 0.510% FICA at 1.883%
Total Benefits - General	Total Dental/Medical at 16.134% Workers' Comp at 0.519% Life Insurance/ADD at 0.393% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.226% EAP/Cafeteria at 0.092% Retirement at 14.753% Supplemental at 1.674% Staff Benefits/Related Costs at 0.134% Unemployment Tax at 0.510% FICA at 1.883%

The benefits rate is 30.4% of regular employees' unloaded salaries, inclusive of leave. Benefits include worker's compensation, unemployment tax, and FICA for both employee classifications. Regular employees also receive retirement, medical/dental, life insurance, disability insurance, and other staff benefits.

PROFESSIONAL SERVICES	PROFESSIONAL SERVICES NARRATIVE
Title	
Website Developer	The Website Developer will create a QRS/QIS website for the project, to be accessed by Providers, QIS Coaches, and QRS Assessors. The Website Developer will work with the WestEd project team to define the specifications of the site, select and refine a design, and input content. The Website Developer will also train and provide website consulting to WestEd as needed.

SUBCONTRACTS	SUBCONTRACTS NARRATIVE
Agency	
None	

PROGRAM MATERIALS	PROGRAM MATERIALS NARRATIVE
Expense	

Supplies/Materials	<p>The Supplies and Materials category includes general office items such as stationery, pens, writing tablets, markers, clips, notepads, flip charts and other training materials. Special purchases in addition to the pooled costs will be charged directly to the project and are explained below.</p> <p>Ramp-up:                  ECERS-R material - \$66.95 x 6 assessors + \$60.26 shipping = \$461.96                  ITERS-R material - \$66.95 x 6 assessors + \$60.26 shipping = \$461.96                  ITERS-R Rating Scale - \$21.95 + \$5 shipping x 6 assessors = \$161.70                  CLASS Manual PreK @ \$49.95 x 6 assessors and CLASS Dimensions Guide PreK - \$12.95 x 6 assessors + \$45.29 shipping = \$422.69                  Pooled Costs: 145.6 hour units x \$0.2800 rate = \$38                  Full Year Operation:                  File folders - \$1 x 549 assessments = \$549                  File folders - \$1 x 66 Iterater assessments = \$66                  Assessment rating sheet photocopies - \$0.20/page x 12 pgs x 549 assessments = \$1,318                  Interrater reliability assessment rating sheet photocopies - \$0.20/page x 12 pgs x 66 Iterater assessments = \$150                  Assessor storage clipboards - \$21.33 x 6 assessors = \$128                  SF First 5 Pooled Costs: 536 hour units x \$0.1884 = \$101                  HAAS Pooled Costs: 2,593.6 hour units x \$0.1882 = \$488</p>
Postage/Telephone	<p>Postage and telephone expenses include general mailing and telecommunication costs. Special purchases in addition to the pooled costs will be charged directly to the project and are explained below.</p> <p>Ramp-up:                  Pooled Costs: 145.6 hour units x \$1.2400 rate = \$181                  Full Year Operation:                  Pre-assessment packets - \$3 x 549 providers = \$1,647                  Post-assessment packets - \$3 x 549 providers = \$1,647                  SF First 5 Pooled Costs: 536 hour units x \$0.8797 = \$471                  HAAS Pooled Costs: 2,593.6 hour units x \$0.9011 = \$2,337</p>
Printing/Graphics	<p>Printing/Graphics expenses include general office copying.</p> <p>Ramp-up:                  Pooled Costs: 145.6 hour units x \$0.6000 = \$87                  Full Year Operation:                  SF First 5 Pooled Costs: 536 hour units x \$0.4347 = \$233                  HAAS Pooled Costs: 2,593.6 hour units x \$0.4341 = \$1,128</p>

**OTHER PROGRAM EXPENSES OTHER PROGRAM EXPENSES NARRATIVE**

Expense	
Project Specific Direct Technology - Assessments	<p>Direct Technology includes Personal Computers, IT Support, Common Network, and Shared Equipment.                  Pooled Costs: 6,544 x \$5.0065 = \$42,778                  \$693 is the in-kind amount above max reimbursement</p>
Project Specific Direct Occupancy - Assessments	
Project Specific Program Support - Assessments	<p>Includes admin services such as HR, purchasing, insurance, legal, membership dues and program services such as staff planning, quality review, staff development, work planning, staff evaluation and library assistance.                  Pooled Costs: 8,544 x \$7.6281 = \$64,320</p>
Project Specific Direct Technology - General	<p>Direct Technology includes Personal Computers, IT Support, Common Network, and Shared Equipment.                  Ramp-up:                  Pooled costs: 146.6 hour units x \$5.6875 = \$828                  Full Year Operation:                  SF First 5 Pooled Costs: 536 hour units x \$5.2631 = \$2,821                  HAAS Pooled Costs: 2,593.6 hour units x \$5.2626 = \$13,648</p>
Project Specific Direct Occupancy - General	<p>Direct Occupancy represents the rent and/or occupancy of project office space at a specific WestEd location.                  Ramp-up:                  Pooled Costs: 145.6 hour units x \$7.0500 = \$1,023                  Full Year Operation:                  SF First 5 Pooled Costs: 536 hour units x \$4.9907 = \$2,675                  HAAS Pooled Costs: 2,593.6 hour units x \$4.9873 = \$12,935</p>
Project Specific Program Support - General	<p>Includes admin services such as HR, purchasing, insurance, legal, membership dues and program services such as staff planning, quality review, staff development, work planning, staff evaluation and library assistance.                  Ramp-up:                  Pooled costs: 145.6 hours units x \$7.4200 = \$1,060                  Full Year Operation:                  SF First 5 Pooled Costs: 536 hour units x \$7.5280 = \$4,035                  HAAS Pooled Costs: 2,593.6 hour units x \$7.5281 = \$19,525</p>
Project Specific Translation	<p>This includes the costs of translating provider friendly information into Spanish and Chinese regarding the assessment process, report templates, and resource information.                  Ramp-up:                  \$7,802 - 8,447 words into 3 languages.                  Full Year Operation:                  \$12,000 - 13,333 words into 3 languages.</p>
Project Specific Travel	<p>All travel expense reimbursements are based on the Agency's policy. For each trip, other expenses include ground transportation (including personal car or public transportation) and parking. Where appropriate, mileage is charged at the State of California's approved reimbursement rate. \$25,000 in travel costs is estimated. Travel costs are estimated for travel beginning and ending in San Francisco County at a rate of \$40 per trip x 625 trips.</p>
ECERS Reliability Training	<p>Includes annual renewal of week-long Interrater reliability training with authorized trainers at the University of North Carolina - Chapel Hill and travel costs for 1 ECERS-R instrument anchor.</p>

FOCERS Reliability Training	Includes annual renewal of week-long interrater reliability training with authorized trainers at the University of North Carolina - Chapel Hill and travel costs for 1 FOCERS-R instrument anchor.
CLASS Reliability Training	Includes annual renewal of interrater reliability training for all assessors by authorized CLASS trainers.
ITERS Reliability Training	Includes annual renewal of week-long interrater reliability training with authorized trainers at the University of North Carolina - Chapel Hill and travel costs for 1 ITERS-R instrument anchor.
Project Specific Fingerprinting	Assessor fingerprinting (\$75 each x 7 assessors).

**ADMINISTRATIVE COSTS ADMINISTRATIVE COSTS NARRATIVE**

Cost Name	
Total Admin Costs - Assessments	Includes Board/Board support, Executive Director's Office, Resource Development, Communications, Contracts, and Accounting/Finance Services. Additional admin costs are applied at a rate of 1%. $\$498,189 \times 13.67\% = \$68,239$
Total Admin Costs - General	Includes Board/Board support, Executive Director's Office, Resource Development, Communications, Contracts, and Accounting/Finance Services. Additional admin costs are applied at a rate of 1%. Ramp-up = $521,994 \times 13.67\% = \$71,305$ Full Year Operations: SF FIRST 6: $(\$120,912 + \$4,500) \times 13.67\% = \$16,734$ HAAS: $\$209,835 \times 13.67\% = \$28,654$

First 5 San Francisco Performance Measures Form - Ver 2/3/10

Agency/Program Name: WestEd - San Francisco Quality Rating Services

Service: Development and Migration of site review data to QRIS database system

Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Formatted excel spreadsheets created and maintained			1	0	1	Enter previous and current review scores and other related data	Uploadable excel spreadsheet
Two updates to data files in preparation for upload to database system				2	2	Enter new data fields as discussed with funders	Uploadable excel spreadsheet
Data configuration/migration meetings			3	3	6	Enter data meetings	Mtg agendas

Service: Translation of SFQC website materials that support implementation of SFQRS

Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Translation of additional website documents and content into Chinese and Spanish			5	5	10	Report the number of documents translated and content uploaded to SFQC website	Documents

Service: Additional Pre-K and Toddler CLASS Assessments

Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Recruit additional CLASS observers			3	0	3	Enter number of onsite training provided each quarter	eventbrite
Conduct CLASS training for new observers			1	10	20	Enter number of training participants	Sign in sheets
Number of Toddler CLASS assessments				20	20	Enter number of Toddler CLASS assessments	Database/Tracking file

Service: 2013-2014 Queue preparation and development based on local program and funding requirements.

Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Queue for CB and FCC programs in Quality Circle				1	1	Delivery of proposed queue	document



**PERSONNEL**

Title	Name	Function	FTE (%)	Request	Other Cash	Other In-Kind	Total Salary
Senior Research Associate I	Lopez, Gabriela S	Quality Review Manager	25%	\$22,972.00	\$0.00	\$0.00	\$22,972.00
Research Associate I	Schellie, Jocelyn A	Project Manager	20%	\$18,147.00	\$0.00	\$0.00	\$18,147.00
Program Assistant I	Baiocchi, Alicia L	Quality Review Assistant	15%	\$7,962.00	\$0.00	\$0.00	\$7,962.00
<b>TOTAL PERSONNEL</b>				<b>\$49,081.00</b>			

**FRINGE BENEFITS**

Benefit Name	Calculations	Salary	%	Request	Other Cash	Other In-Kind	Total
Total Benefits	36.4017% of regular employees' salaries plus leave and 14.7% for temporary employees	\$49,081.00	36.4011%	\$17,866.00	\$0.00	\$0.00	\$17,866.00
<b>TOTAL FRINGE BENEFITS</b>				<b>\$17,866.00</b>			

**PROFESSIONAL SERVICES**

Title	Function	FTE (%)	Request	Other Cash	Other In-Kind	Total
			\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTAL PROFESSIONAL SERVICES</b>				<b>\$0.00</b>		

**SUBCONTRACTS**

Agency	Function	Calculation	Program Costs	Admin Costs	Request	Other Cash	Other In-Kind	Total
					\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTAL SUBCONTRACTS</b>					<b>\$0.00</b>			

**PROGRAM MATERIALS**

Expense	Calculations	Request	Other Cash	Other In-Kind	Total
Supplies/Materials	1,066.8 hrs x \$0.23 rate	\$246.00	\$0.00	\$0.00	\$246.00
Postage/Telephone	1,066.8 hrs x \$1.35 rate	\$1,439.00	\$0.00	\$0.00	\$1,439.00
Printing/Graphics	1,066.8 hrs x \$0.62 rate	\$661.00	\$0.00	\$0.00	\$661.00
<b>TOTAL PROGRAM MATERIALS</b>			<b>\$2,346.00</b>		

**OTHER PROGRAM EXPENSES**

Expense	Calculations	Request	Other Cash	Other In-Kind	Total
Project Specific Direct Technology	1,066.8 hrs x \$8.00 rate	\$8,534.00	\$0.00	\$0.00	\$8,534.00
Project Specific Direct Occupancy	1,066.8 hrs x \$7.15 rate	\$7,619.00	\$0.00	\$0.00	\$7,619.00
Project Specific Program Support	1,066.8 hrs x \$8.63 rate	\$9,165.00	\$0.00	\$0.00	\$9,165.00
CLASS Training		\$9,000.00	\$0.00	\$0.00	\$9,000.00
Translation	\$0.30/word	\$15,000.00	\$0.00	\$0.00	\$15,000.00
<b>TOTAL OTHER PROGRAM EXPENSES</b>			<b>\$45,078.00</b>		

**ADMINISTRATIVE COSTS**

Cost Name	Calculations	Request	Other Cash	Other In-Kind	Total
Total Admin Costs	(\$114,570) x 15.66%	\$17,910.00	\$0.00	\$0.00	\$17,910.00
<b>TOTAL ADMINISTRATIVE COSTS</b>			<b>\$17,910.00</b>		

**TOTAL BUDGET REQUESTED:**

**\$132,280.00**

PERSONNEL	
Senior Research Associate I	Manage migration of review data to QRS data base, Secure and train additional (CLASS baseeacs), and oversee additional translation of documents and website content.
Research Associate I	Manage daily project operations such as scheduling of additional assessments, support additional assessors in conducting Toddler CLASS assessments, and updates to website content and documents.
Program Assistant I	Date entry of additional assessments, process scheduling and reports for additional assessments.
FRINGE BENEFITS	
Benefit Name	Total Benefits
	A blended rate is used in cell B28 due to the varying rates between Regular and Temporary Employees. Below is a breakdown of all benefits for regular employees:
	Total Dental/Medical at 16.134%
	Workers' Comp at 0.519%
	Life Insurance/AOD at 0.383%
	S.T.D. Insurance at 0.084%
	L.T.D. Insurance at 0.220%
	BA/PC/Retiree at 0.082%
	Retirement at 14.753%
	Supplemental at 1.674%
	Staff Benefits/Related Costs at 0.134%
	Unemployment Tax at 0.510%
	FICA at 1.893%
PERSONNEL NARRATIVE	
<p>Manage migration of review data to QRS data base, Secure and train additional (CLASS baseeacs), and oversee additional translation of documents and website content.</p> <p>Manage daily project operations such as scheduling of additional assessments, support additional assessors in conducting Toddler CLASS assessments, and updates to website content and documents.</p> <p>Date entry of additional assessments, process scheduling and reports for additional assessments.</p>	
FRINGE BENEFITS NARRATIVE	
Benefit Name	Total Benefits
	A blended rate is used in cell B28 due to the varying rates between Regular and Temporary Employees. Below is a breakdown of all benefits for regular employees:
	Total Dental/Medical at 16.134%
	Workers' Comp at 0.519%
	Life Insurance/AOD at 0.383%
	S.T.D. Insurance at 0.084%
	L.T.D. Insurance at 0.220%
	BA/PC/Retiree at 0.082%
	Retirement at 14.753%
	Supplemental at 1.674%
	Staff Benefits/Related Costs at 0.134%
	Unemployment Tax at 0.510%
	FICA at 1.893%
PROFESSIONAL SERVICES	
Title	0
SUBCONTRACTS	
Agency	0
SUBCONTRACTS NARRATIVE	
PROGRAM MATERIALS	
Expense	Supplies/Materials Stationery, pens, writing labels, markers, clips, notepads, flip charts and other printing materials. Postage/Telephone General bulk mailing and telecommunication costs. Printing/Graphics General office copying and printing of training materials as well as marketing materials.
OTHER PROGRAM EXPENSES	
Expense	Project Specific Direct Technology Computer equipment for QIS Coaches, IT support and network/equipment costs. Project Specific Direct Occupancy Rent/occupancy for project office space for project staff. Project Specific Program Support Includes admin services such as HR, purchasing, insurance, legal, membership dues and program services such as staff planning, quality review, staff development, work planning, staff evaluation and library assistance. Toddler CLASS training fee, materials for training participants, and logistics for training. Translation of updates of website content and documents posted on project website into Chinese and Spanish.
ADMINISTRATIVE COSTS	
Cost Name	Total Admin Costs
	Includes Board/Board support, Executive Director's Office, Resource Development, Communications, Contracts, and Accounting/Finance Services.

First 5 San Francisco Performance Measures Form - Ver 2/3/10

Agency/Program Name: WestEd - San Francisco Quality Improvement Services

Service: Coaching for 18 classrooms @ an average of 30 hours each. Total 540 hours

Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of PFA IT Classrooms Served	18	0	18	0	18	Enter number of PFA Infant Toddler classroom receiving coaching services from SF QI	Roster
Number of Administrators Served	10	1	10	1	10	Enter number of administrators informed about and/or participating in	Roster
Number of Infant/Toddler Teachers Served	54	0	54	0	54	Enter number of IT teachers served through onsite coaching.	Roster
Number of Coaching hours provided	300	360	300	360	660	Enter number of onsite coaching hours provided,	Coaching logs
Number of IT classrooms receiving tangible resources	18	0	18	0	18	Enter number of classrooms who are recipients of resource sharing.	Coaching expense logs

Service: Community Seminars (4)

Seminars will be provided in the community that will support providers in understanding best practice for infants and toddlers based on the California State Department of Education Early Learning and Development System including the Infant/Toddler Foundations, CSEFEL,

Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of Seminars Provided	1	3	1	3	4	Enter number of seminars completed each quarter	Flyers
Number of administrators participating	5	5	5	5	10	Enter number of administrators participating	Rosters
Number of Teachers Participating	40	120	40	120	160	Enter number of teachers participating.	Sign In sheets

Service: Onsite CLASS Training for Preschool for All Providers

Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of Seminars Provided	10	10	10	10	20	Enter number of onsite training provided each quarter	eventbrite
Number of administrators participating	10	10	10	10	20	Enter number of administrators participating	Sign in sheets
Number of Teachers participating	30	30	30	30	60	Enter number of teachers participating	

PERSONNEL							
Title	Name	Function	FTE (%)	Request	Other Cash	Other In-Kind	Total Salary
Sr. Program Associate II	Arlene R. Paxton	Co-program Director	4%	\$4,676.00	\$0.00	\$0.00	\$4,676.00
Program Associate II	Yudy Larraburo Naranjo	QIS Coordinator	4%	\$3,067.00	\$0.00	\$0.00	\$3,067.00
Program Associate I	Joya Chavarrin	QIS Coach	11%	\$9,787.00	\$0.00	\$0.00	\$9,787.00
Program Associate II	Laura Y. Cheng	QIS Coach	12%	\$6,625.00	\$0.00	\$0.00	\$6,625.00
Program Associate I	Shepardson, Susan F	QIS Coach	12%	\$8,670.00	\$0.00	\$0.00	\$8,670.00
Program Associate I (Temp)	Janet P. Kinoshita	Fiscal Analyst	1%	\$960.00	\$0.00	\$0.00	\$960.00
Program Coordinator II	Susanna H. Camp	Data Analyst	4%	\$2,498.00	\$0.00	\$0.00	\$2,498.00
<b>TOTAL PERSONNEL</b>				<b>\$36,286.00</b>			

FRINGE BENEFITS							
Benefit Name	Calculations	Salary	%	Request	Other Cash	Other In-Kind	Total
Total Benefits	36.4017% of regular employees' salaries plus leave and 14.7% for temporary employees	\$36,286.00	###	\$11,563.00	\$0.00	\$0.00	\$11,563.00
<b>TOTAL FRINGE BENEFITS</b>				<b>\$11,563.00</b>			

PROFESSIONAL SERVICES							
Title	Function	FTE (%)	Request	Other Cash	Other In-Kind	Total	
<b>TOTAL PROFESSIONAL SERVICES</b>				<b>\$0.00</b>			

SUBCONTRACTS								
Agency	Function	Calculation	Program Costs	Admin Costs	Request	Other Cash	Other In-Kind	Total
Children's Council of SF	Class and coaching	This line item amount is pass through costs and does not trigger any administrative costs below.	\$10,888.00	0.00	\$10,888.00	\$0.00	\$0.00	\$10,888.00
<b>TOTAL SUBCONTRACTS</b>				<b>\$10,888.00</b>				

PROGRAM MATERIALS							
Expense	Calculations	Request	Other Cash	Other In-Kind	Total		
Supplies/Materials	849 hrs x \$0.02 rate plus any additional training supplies/materials	\$480.00	\$0.00	\$0.00	\$480.00		
Classroom Resource Materials	18 Classrooms @ \$1,000 each	\$18,000.00	\$0.00	\$0.00	\$18,000.00		
Postage/Telephone	849 hrs x \$0.12 rate plus any additional training supplies/materials	\$164.00	\$0.00	\$0.00	\$164.00		
Printing/Graphics	849 hrs x \$0.06 rate plus any additional training supplies/materials	\$1,078.00	\$0.00	\$0.00	\$1,078.00		
Subsistence	180 participants @ \$30 each	\$4,800.00	\$0.00	\$0.00	\$4,800.00		
<b>TOTAL PROGRAM MATERIALS</b>			<b>\$25,122.00</b>				

OTHER PROGRAM EXPENSES					
Expense	Calculations	Request	Other Cash	Other In-Kind	Total
Project Specific Direct Technology	849 hrs x \$4.79 rate	\$4,061.00	\$0.00	\$0.00	\$4,061.00
Project Specific Direct Occupancy	849 hrs x \$1.03 rate	\$875.00	\$0.00	\$0.00	\$875.00
Project Specific Program Support	849 hrs x \$7.53 rate	\$6,393.00	\$0.00	\$0.00	\$6,393.00
Project Specific Travel	Coach travel: 3 coaches x 265 trips x \$25/trip Seminar travel: 4 staff x 2 trips x \$25/trip	\$20,075.00	\$0.00	\$0.00	\$20,075.00
<b>TOTAL OTHER PROGRAM EXPENSES</b>		<b>\$31,404.00</b>			

ADMINISTRATIVE COSTS					
Cost Name	Calculations	Request	Other Cash	Other In-Kind	Total
Total Admin Costs	$(\$116,263 - \$10,686) \times 14.4\%$	\$15,030.00	\$0.00	\$0.00	\$15,030.00
<b>TOTAL ADMINISTRATIVE COSTS</b>		<b>\$15,030.00</b>			

**TOTAL BUDGET REQUESTED: \$130,293.00**

AGENCY NAME  
2012-2013 Budget Narrative

PERSONNEL	PERSONNEL NARRATIVE
<b>Title</b>	
Sr. Program Associate II	Will oversee QIS project, collaborate with QRS Coordinator, Quality Family Child Care Network Coordinator and Manager, oversee outreach, oversee subcontract with Children's Council of SF, oversee QIS portion of SFQRS web-site, supervise QIS Coordinator, arrange training of QIS staff with content experts, and develop training materials
Program Associate II	Will supervise QIS coaches, collaborate with QRS Coordinator and QFCCN Coordinator, assign programs to QIS coaches based on language needs and geography, conduct ERS and SFQRS training, and coach a limited number of providers
Program Associate I	
Program Associate II	Will provide coaching to classroom teachers and family child care providers to increase the quality of the programs and increase ERS scores, work closely with peer mentors on developing family child care cohorts and conduct for purposes of training and peer support meetings, collaborate with QFCCN advisors assigned to family child care programs, and participate in training
Program Associate I	
Program Associate I (Temp)	Will track expenditures of salaries, benefits, travel, resource materials, and subcontract payments to Children's Council of SF and peer mentors
Program Coordinator II	Will support QIS Coordinator and Coaches on data submissions, data analysis, and report preparation, and will oversee allocation of resource materials

FRINGE BENEFITS	FRINGE BENEFITS NARRATIVE
<b>Benefit Name</b>	
Total Benefits	A blended rate is used in cell E28 due to the varying rates between Regular and Temporary Employees. Below is a breakdown of all benefits for regular employees: Total Dental/Medical at 15.134% Workers' Comp at 0.619% Life Insurance/ADD at 0.393% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.226% EAP/Cafeteria at 0.002% Retirement at 14.753% Supplemental at 1.874% Staff Benefits/Related Costs at 0.134% Unemployment Tax at 0.510% FICA at 1.883%

PROFESSIONAL SERVICES	PROFESSIONAL SERVICES NARRATIVE
<b>Title</b>	
	0

SUBCONTRACTS	SUBCONTRACTS NARRATIVE
<b>Agency</b>	
Children's Council of SF	Children's Council staff will assist with recruitment, technical assistance for online programs and video equipment, case management, monitoring reports, entering and updating data into First 5 CA's PROOF database, and coordinating MyTeaching Partner assessors and coaches. Includes implementation for 80 preschool teachers and family child care providers to participate in the 10 month program.

PROGRAM MATERIALS	PROGRAM MATERIALS NARRATIVE
<b>Expense</b>	
Supplies/Materials	Stationary, pens, writing tablets, markers, clips, notepads, flip charts and other training materials.
Classroom Resource Materials	Materials needed for participants.
Postage/Telephone	General/bulk mailing and telecommunications costs.
Printing/Graphics	General office copying and printing of training materials for the ERS, CLASS, QRIS and other training events as well as marketing materials. An outside vendor will be used for bulk printing.
Subsistence	Continental Breakfast and Lunch for attendees at 4 Seminars, approximately 40 attendees per event

AGENCY NAME  
 2012-2013 Budget Narrative

OTHER PROGRAM EXPENSES	OTHER PROGRAM EXPENSES NARRATIVE
Expense	
Project Specific Direct Technology	Computer equipment for QIS Coaches, IT support and network/equipment costs.
Project Specific Direct Occupancy	Rent/occupancy for project office space for Co-Directors, Data Analyst and trainers.
Project Specific Program Support	Includes admin services such as HR, purchasing, insurance, legal, membership dues and program services such as staff planning, quality review, staff development, work planning, staff evaluation and library assistance.
Project Specific Travel	Airfare and lodging are based on current average rates. Per diem is \$45/day or \$11.25/quarter day. For local travel, per diem is as follows: breakfast-\$5, lunch-\$12, dinner-\$24. Other expenses include ground transportation (shuttle, taxis or trains), parking, tolls, and incidentals. Mileage is charged at CA's approved reimbursement rate.

ADMINISTRATIVE COSTS	ADMINISTRATIVE COSTS NARRATIVE
Cost Name	
Total Admin Costs	Includes Board/Board support, Executive Director's Office, Resource Development, Communications, Contracts, and Accounting/Finance Services. Additional admin costs are applied at a rate of 2%. Excludes pass-through costs.