

Appendix B – Definition of Grant Plan

The term “Grant Plan” shall mean the activities, performance measures and budget documents described in, or attached as, Appendix B.

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 the Department.

Grantee will also participate in an annual fiscal and compliance monitoring. This will include, but not be limited, to review of invoices and all corresponding back-up documentation, financial statements, audits, and policies and procedures. Grantees may be requested to provide more than two months of invoice documentation by the Department.

Contractor will conduct transactions and services on behalf of the Department of Early Childhood (DEC) for the Early Care & Education (ECE) Workforce Development and Compensation Initiatives to help ensure the efficient and effective administration and operation of applicable grants.

In coordination with DEC, Contractor will administer grants and distribute, as funding allows, the grant awards based on the locally established funding formula to support eligible Early Learning for All (ELFA) programs, based on teacher qualifications as verified through the California Early Care and Education Workforce Registry/Early Educator Transcript Verification and Stipend Application Support.

Services to be provided by Contractor- Fund Disbursement, Administration & Fiscal Controls:

- **Disburse funds for a variety of workforce compensation initiatives;** on behalf of and under the specific direction of the Department of Early Childhood to qualified ELFA programs and/or individuals.
- Contractor will issue payments on a monthly, quarterly, or other schedule as requested by DEC based on a funding formula or enumerated amount specified by DEC. Quarterly advance payments to participating programs will be made within 3 weeks of receipt of required documentation and no later than the first week of the new quarter.
 - Contractor will issue payments via direct deposit or hard copy check based on the agencies’ preferred method.
 - Contractor may also be directed to conduct transactions on behalf of DEC upon direction from the contract manager for payments associated with miscellaneous or one-time-only services.
- Update annual Early Education Salary Support Grant (EESSG) Fund Distribution Plan

before the end of the last quarter of the fiscal year and share with Funder for review and approval for implementation for following fiscal year.

- Distribution plan will include: process of identification of MOU grant amounts for new fiscal year, process for establishing grant distribution amount per eligible agency, including articulation of criteria for funding methodology.
- Reconciliation Policy and Procedure
 - Contractor will review quarterly reports and reconcile funding on a quarterly basis in addition to end-of-year reconciliation for individual participating agencies.
 - Contractor will develop processes, procedures, and documentation for notifying agencies of a positive balance and document reconciliation plans for each agency.
 - Contractor will share these reports with the funder on a quarterly and as-needed basis.
- Contractor will maintain multiple levels of internal fiscal controls to which all originating expenditures and payment requests are subject, included, but not limited to:
 - Program or administrative staff will ensure cash advances are requested and secured for timely distributions of funding.
 - Program or administrative staff prepare adequate documentation (e.g., third-party invoices, requests for payment, and/or reimbursements) utilizing only agency-approved paper or electronic forms and submit those to their respective director for approval.
 - Requests for payment are submitted to the appropriate director for review and approval; directors provide account coding as necessary, check that expenditures are supported by appropriate documentation, and ensure alignment with line-item budgets for the program or function.
 - All expenditures and payment requests approved by directors are then reviewed by the AP Supervisor for appropriate documentation, expense coding, expense authority level (e.g., above or below approval threshold amounts), and are signed by the Senior Fiscal Data Manager/Finance Manager before submission to the Accounts Payable (A/P) Accountant.
 - The A/P Accountant provides a second review of each payment request for coding to the appropriate program, general ledger account, and funding source; checks that documentation meets fiscal policy standards for third party initiation; and that program directors have indicated appropriate review and approval of the expense. The A/P Accountant then prepares a check run for processing checks against approved accounts payable requests, and before producing checks provides the accounts payable ledger to the Senior Fiscal Data Manager and AP Supervisor for a final review.
 - The Senior Fiscal Data Manager and AP Supervisor receive the accounts payable ledger prior to producing a check run, ensuring that requested check amounts match the amounts on the expense request and supporting invoices. The AP Supervisor clears the ledger for check production by the A/P Accountant, then reviews each check against the expense request (e.g., Check Request, Expense Reimbursement, Credit Card Expense Statement, etc.). The A/P Accountant then provides the checks to authorized check signers for signature.

- All checks, regardless of amount, require two signatures by authorized check signers – usually the Chief Executive Officer and the Chief Financial Officer. Each of the check signers reviews the underlying invoice or supporting documentation of the payment prior to signing each check in the weekly check run.
- Contractor will track and compile all payment information over time to ensure data integrity in fiscal and program reporting, and to compile records for analysis in partnership with DEC. Enrollments will be reported to DEC through their online data system and/or through submissions from agencies and will be verified.
- **Administer and monitor grant determination, fund distribution, and ongoing eligibility:**
 - Provide DEC with a document outlining the process and procedures for how contractor administers and monitors grant determination, fund distribution and ongoing eligibility for EESSG.
 - Review and update process and procedures for discussion with Funder before the end of last quarter of the fiscal year for implementation the following fiscal year.
 - Review and monitor programs’ financial information (payroll records, California Early Care and Education Workforce Registry/Early Educator Transcript Verification and Stipend Application Support Data) related to wages/compensation. Contractor will create individual Recipient Dropbox folders to allow for secure submission of sensitive data.
 - Communicate with programs regarding payments and reporting requirements of the initiative.
 - Contractor will document and store communication with Recipients, and file in shared e-folder (e.g. DropBox) with Recipients and Funder
 - Maintain and document a process to monitor for changes in programs’ qualifications and eligibility criteria and adjust award accordingly on a quarterly basis.
 - Tracking and reporting on payments and tax information, determining funding eligibility, customer support related to payments, ad-hoc data reporting, and the development and maintenance of internal data systems necessary to facilitate accurate and timely payments and reporting.
 - Contractor will issue and track appropriate tax forms (e.g. W-9) related to stipend distributions as directed by DEC to support compensation and workforce pathways efforts.
 - As part of supporting the administration, monitoring and fund distribution amounts – verify education plans and proof of course enrollment submitted by educators in addition to course completion through the CA Workforce Registry/ Early Educator Transcript Verification and Stipend Application Support.

Services to be provided by Contractor- Data Collection, Monitoring, & Reporting:

- Contractor will update and submit a data collection and monitoring plan for EESSG to funder before the end of last quarter of the fiscal year for implementation the following

fiscal year. Plan will be updated and adjusted accordingly annually before the start of the new fiscal year.

- Verification that program's staff roster (as reported in the Staff Education Wage Form) is also in the Workforce Registry/Early Educator Transcript Verification and Stipend Application Support for the applicable pay period or cycle.
- Contractor will also verify in the CA Workforce Registry/Early Educator Transcript Verification and Stipend Application Support, educational qualifications of staff as reported on the staff roster.
- Regular reviews of wage records from program payroll reports to confirm appropriate wages, or wage ranges are being paid.
- Verification of benefits being offered (e.g., medical and dental contributions, retirement contributions, other fringe benefit contributions), including review of vendor invoices and employer check stub or check documentation showing appropriate deductions, dates, etc. (if applicable).
- Contractor will collect and track data, including, but not limited to staff education/permit levels, hourly wages, staff retention, and attracting new staff for qualified agencies/programs via data systems including, but not limited to, the California Early Care and Education Workforce Registry/Early Educator Transcript Verification and Stipend Application Support, DETS (or its successor), and other databases or internal trackers as directed by DEC.
- Work with DEC to assess program measures, including funding uptake, issuance challenges, and funding outcomes on the ECE workforce
- Ensure that routinely collected data is current and accurate.
- Highlight areas where data systems are obstacles in the above and in collaboration with DEC to troubleshoot and implement solutions
- Refer participants in need of data systems support to resources, including but not limited to Help Desk operated by Children's Council of San Francisco
- Develop and maintain a methodology to store and provide information electronically that is readily available to multiple users in a timely manner.
- Maintain compliance with all federal, state, and local laws, regulations and funding terms related to this contract including policies and procedures to ensure program and early educator data is private, protected, confidential, and is used strictly for the purposes of the Initiative.

Services to be provided- Staffing and Accountability for Deliverables

- Provide DEC with updated staffing plans as changes occur in FTE, vacancies, etc.
 - Plan to include short-term solutions for vacant positions to ensure immediate and long-term deliverables are met.
 - Ensure funding and allocation of FTE's is specific to the initiatives described in this Appendix A including and staff are not being allocated to multiple contracts that exceed 1 FTE.
 - Plan to be reviewed each start of the first quarter of each contract year, however review will not necessarily guarantee an increase in FTE or funding unless is mutually agreed and approved by DEC.

Services to be provided- Technical Assistance & Communications

- Phase I- Workforce Compensation
 - Contractor will provide program support to strengthen their understanding of program requirements regarding compensation goals, reporting, and guide their efforts to develop compensation scales that meet the City's Initiative's defined minimum compensation based on educational/permit attainment and classroom role.
 - Contractor will provide support as needed and requested by participating programs, administrative and teaching staff with understanding utility of the CA Workforce Registry/Early Educator Transcript Verification and Stipend Application Support.
- Phase II- Workforce Compensation & Benefits
 - Contractor will support programs understanding of the eligible staff, the reporting requirements, and tracking of increased compensation for non-educators and/or benefits depending on the preference of the program/agency.
- Phase III- Working Conditions
 - As directed by DEC, Contractor will utilize tools, such as SEQUAL, to understand early educators' perspective about workforce conditions.
 - Contractor will develop and share with DEC (funder) a draft outline of reporting requirements, distribution and monitoring plan for the working conditions grants, including the Family Child Care Assistant substitute support pilot.
 - Once approved by DEC, contractor will distribute grant funds and regularly communicate with programs regarding payments, reporting requirements, and address any payment issues.
- Phase IV- Workforce Development & Pathways
 - Contractor will provide stipends to eligible early educators through a process to be determined by DEC.
 - Contractor will track data points, including expenditures related to workforce development and pathways for required state reporting, as directed by DEC.
 - Contractor will use data from the Registry/Early Educator Transcript Verification and Stipend Application Support to determine changes in education attainment, permit levels, and increases to ECE units for educators working in Early Educator Salary Support Grant agencies/programs.
 - Contractor will provide support as needed and requested by participating programs, administrative and teaching staff with understanding utility of the CA Workforce Registry/Early Educator Transcript Verification and Stipend Application Support.

Services to be provided- System Development & Continuous Quality Improvement

- The Contractor will develop a project plan for review and approval by DEC, with clearly defined tasks, timelines, and the staff responsible for implementing the various moving parts to successfully administer the initiatives. Project plans will be due by the end of each fiscal year for implementation consideration the following year.
- The Contractor will draw on existing data sources and required reporting to streamline

processes, identify capacity gaps of programs, and provide technical support regarding the grant funding, including use of required data systems and required reporting.

- Annually thereafter the contractor will use survey data, feedback, experience, and relevant data to guide continuous program improvement and develop a summary of recommendations aimed to help reduce the administrative burden or other relevant areas for improvement.
- Before the end of the 4th quarter of every fiscal year Contractor will report to funder programmatic and/or reporting recommendations of changes based on administrator survey feedback to be implemented the following fiscal year
- Contractor will demonstrate that quality assurance and internal controls are developed to allow staff to meet or exceed target accuracy rates per function.

Service to be provided- Service & Outcomes Objectives

- At the beginning of every fiscal year Contractor will develop applicable templates and reporting procedures to support the implementation of these initiatives. These templates and procedures are based on feedback from Administrator Survey from previous fiscal year.
- Contractor will provide ongoing trainings of required systems in English, Spanish, and Chinese (Cantonese), as needed and as requested by programs and/or DEC.
- Contractor will offer tailored trainings related to grant administration, including but not limited to: reporting requirements, timelines for submissions, allowable expenses, restricted vs. unrestricted funds, etc., to all eligible Recipients
- Contractor will provide ongoing and informed technical assistance during normal business hours and offer non-traditional hours as needed to programs and/or educators addressing and resolving all technical issues. Assistance will be provided in the form of chat, email, phone or in-person as necessary.
- Contractor will reach out to providers via email, phone, or in-person as necessary regarding eligible staff who have not updated their profile within the prior 3 months to confirm that all data in the Workforce Registry/Early Educator Transcript Verification and Stipend Application Support is accurate. This will be completed following submissions by them and the information will be used by Children's Council (or DEC as necessary) to determine or verify payment amounts, reconciliation of previous advance, and/or perform other analysis related to the initiative.
- Contractor will issue approved payments to eligible programs or educators in an accurate and timely manner, as approved by DEC.
- Contractor will maintain an accounting of payments by grant type, program/educator, or other agreed upon method and maintain appropriate ledgers.
- Contractor will issue 1099s to eligible recipients in an accurate and timely manner as required by law and provide replacements as needed or requested (if applicable).
- Contractor will perform monitoring activities for eligible programs and educators at specified intervals during the fiscal year.
- Contractor will provide DEC with quarterly reports containing data on program participation levels, funding disbursed, and other key performance indicators. Ad hoc reports will be generated and submitted to funder or City & County of San Francisco as needed within a specified timeline.

Contractor will develop evaluation tools to analyze data and service trends to measure the success of the initiatives in the following areas:

Revised categories	Collection Frequency	Source of Data	Primary Change
Increased Compensation	Annual	Quarterly reports from agencies	Change to annual reporting timeframe
Early Educator Job Satisfaction & Prep Time and Planning	Annual	Educator survey	Switch this to annual reporting and survey distribution. Combine Job Satisfaction with Prep and Planning Time.
Fringe Benefits & Health Care Access	Annual	Quarterly reports from agencies	Combine Health Care Access and Fringe Benefits into one annual report.
Racial Equity	Annual	Administrator Workforce registry/Early Educator Transcript Verification and Stipend Application Support	Annual reporting.
Educational Attainment	Biannual	Quarterly reports from agencies Administrator	Biannual or quarterly movement more likely?
Educator Recruitment & Educator Retention	Biannual	Quarterly reports from agencies	Recruitment and retention combined
Workforce Registry Data Quality & Workforce Registry Participation	Biannual	Workforce registry/Early Educator Transcript Verification and Stipend Application Support	Sync timing with Retention and Recruitment.
System Development & Continuous Quality Improvement	Biannual	Administrator survey	Shift to biannual.

Category	Data Collected	Reporting Period	Analysis Period	Report Date(s)	Source of Data	CA ECEWFR Data used as data source?
Increased Compensation	Educator hourly wage	July 1- June 30 (Q1, Q2, Q3, and Q4)	July – Sept (After the end of the FY)	Sept 30th	Quarterly reports from agencies	No, but can be verified/ cross-checked
Early Educator Job Satisfaction & Prep Time and Planning	Survey with questions about: -Job satisfaction -Paid planning time -Workforce conditions	July 1- June 30 (Q1, Q2, Q3, and Q4) Survey goes out in JULY	July – Sept (After the end of the FY)	Sept 30th	Educator survey	No
Fringe Benefits & Health Care Access	Number and percentage of staff with access to health care benefits and fringe benefits	July 1- June 30 (Q1, Q2, Q3, and Q4)	July – Sept (After the end of the FY)	Sept 30th	Quarterly reports from agencies	No
Racial Equity	Diversity of leadership, staff, and promotional opportunities available to staff/educators of color	July 1- June 30 (Q1, Q2, Q3, and Q4)	July – Sept (After the end of the FY)	Sept 30th	Administrator Workforce registry/Early Educator Transcript Verification and Stipend Application Support	Yes, merged with SEWF
Educational Attainment	Number and percentage of ELFA educators who are: -Attaining postsecondary degrees -Recognized academic credential (including CTC permits) -Gains in ECE unit-bearing coursework	Jan 1- June 30 (Q3 and Q4) July 1 – Dec 31 (Q1 and Q2)	July – Sept (After the end of the FY) Jan - March	Sept 30th March 31st	Quarterly reports from agencies Administrator	Yes, as secondary source
Educator Recruitment & Educator Retention	Number of educators recruited Number of vacancies	Jan 1- June 30 (Q3 and Q4) July 1 – Dec 31 (Q1 and Q2)	July – Sept (After the end of the FY) Jan - March	Sept 30th March 31st	Quarterly reports from agencies	No

Workforce Registry Data Quality & Workforce Registry Participation	Types and quantity of early educator updates in the California Early Care and Education Workforce Registry/Early Educator Transcript Verification and Stipend Application Support	Jan 1- June 30 (Q3 and Q4) July 1 – Dec 31 (Q1 and Q2)	July – Sept (After the end of the FY) Jan - March	Sept 30th March 31st	Workforce registry/Early Educator Transcript Verification and Stipend Application Support	Yes, primary source, completed by CC team (BOS)
System Development & Continuous Quality Improvement	Provider experience Administrative experience / burden Feedback and recommendations	Jan 1- June 30 (Q3 and Q4) Survey goes out in JULY July 1 – Dec 31 (Q1 and Q2) Survey goes out in January	July – Sept (After the end of the FY) Jan - March	Sept 30th March 31st	Administrator survey	No

Data Systems

- **DATA SYSTEM:** Contractor will assist Recipients funded to comply with required reporting of their full enrollment (system and/or process TBD), and additional information as prescribed by DEC into the appropriate data system(s). Contractor will assist all authorized programs to report this information in a Data System.
- **California ECE Workforce Registry/Early Educator Transcript Verification and Stipend Application Support:** Contractor will provide support to all Recipients and their staff to report and track staff roles, qualifications, and education/permit information; salary information, and all non-DEC funded, licensed ECE programs are encouraged to use the system and can access the state Help Desk services directly from the Registry/Early Educator Transcript Verification and Stipend Application Support office.
- **HSA Carbon:** Contractor will submit required reports, contract information, invoices, and requested documentation in HSA Carbon, its successor, or directly to DEC Contract Manager.

MOU/Funding Agreements:

- As instructed by DEC, Contractor will execute, amend, and terminate all Agreements. **Contractor will track Funder specified documentation related to funding agreements, grants amounts, etc.**
- **Support Tracking and Reporting.** The Contractor will track technical assistance to Recipients and share analysis and trends with Funder quarterly. The contractor will track the technical assistance needs of the Recipients and may collect information such as: organizational affiliation, data system challenges, brief description of issue, date of

assistance requested, and a description of any necessary follow-up.

Feedback Loops: Contractor will consistently seek feedback from programs and DEC to inform continuous improvement of services.

- At minimum, Contractor will survey all programs once per year (also referred to as Bi Annual Administrator Survey or Quarterly Teacher Survey) solicit feedback on quality of services. As capacity and experience with feedback loops expands, Contractor will move toward more regular and high-quality feedback loops.
- Contractor will develop an action plan to describe the system improvements based on the feedback received. The plan will be reviewed, updated and presented to DEC a minimum of once per year and will include timeline for service improvements implementation.

Declared Emergency Events. In the event of a Local, State or Federal declared emergency, staff may be engaged as part of the city's response to the disaster/declared emergency. Contractor agrees to ensure staff receive city Emergency Response training, to be planned and delivered in coordination with the HSA Emergency Response Coordinator.

Monthly & Quarterly Reports

- Contractor will submit quarterly reports to summarize the progress on service and outcome objectives for the Initiative. Quarterly reports will include summary of grant determination, ongoing eligibility, data collection and monitoring, fund Disbursement, reconciliation, technical assistance and communications.

Annual Reports

- Contractor will provide a single annual performance report regarding progress on all service and outcome objectives by the end of each fiscal year.
- Contractor will participate in evaluation requests pertaining to activities funded by this grant. This will include but not be limited to the collection of data on funded activities, programs, and educators, and report the findings. The data to be collected may include but not be limited to demographic financial, educational, or other activities and outcome objectives as outlined in this document or the MOU. Contractor may be requested to participate in evaluation activities designed by DEC.

Monitoring Activities

- **Program Monitoring:** Program monitoring will include a comprehensive review of the deliverables outlined in the scope of work with an emphasis on quality and meeting the timelines specified in the Appendix A. Monitoring will also include a review of all reporting requirements, data tracking, and back-up documentation to meet the service and outcome objectives.
- **Fiscal Compliance and Grant Monitoring:** Fiscal monitoring will include review of the Contractors organizational budget, the general ledger, quarterly balance sheet, cost

allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

- **Budget Review and Approval:** DEC will review actual expenditures quarterly and annually and use that information to develop the budget for the upcoming fiscal year based on programmatic need. This review and approval process will also include year over year increases for staffing and operating expenses, which are currently budgeted as a place holder amounts in the Appendix B.

Audit Response

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