



1 [Contract Amendment - WestEd - Early Care and Education Quality Rating and Improvement  
2 System - Not to Exceed \$10,881,026]

3 **Resolution approving a sixth contract amendment between First 5 San Francisco and**  
4 **WestEd, to provide citywide technical assistance, coaching, training, and rating**  
5 **services for publicly funded early care and education providers serving low income**  
6 **children with special needs, and increase the contract amount by \$888,911 for a total**  
7 **amount not to exceed \$10,881,026 for the period of July 1, 2012, to June 30, 2017.**

8  
9 WHEREAS, First 5 San Francisco would like to build and support quality early care and  
10 education options for all San Francisco families; and

11 WHEREAS, Through a Request for Proposals in 2012, WestEd was selected to  
12 provide technical assistance, coaching, training, and rating services to publicly funded early  
13 care and education providers for the period of July 1, 2012, to June 30, 2015, for a total  
14 amount not to exceed \$4,641,505; and

15 WHEREAS, The Office of Early Care and Education was not prepared to directly  
16 administer this contract starting on July 1, 2015, and asked First 5 San Francisco to continue  
17 to oversee it; and

18 WHEREAS, The contract was subsequently amended five times extending the term  
19 through June 30, 2017, for a total amount not to exceed \$9,992,115; and

20 WHEREAS, The current contract for these services for the period of July 1, 2012, to  
21 June 30, 2017, is held by WestEd and is in the amount of \$9,992,115, on file with the Clerk of  
22 the Board of Supervisors in File No. 170048, which is hereby declared to be a part of this  
23 resolution as if set forth fully herein; and

24 WHEREAS, First 5 San Francisco wishes to increase the total contract amount not to  
25 exceed \$10,881,026; and

1           WHEREAS, The San Francisco Charter, Section 9.118, requires that contracts entered  
2 into by a department or commission having a term in excess of ten years or requiring  
3 anticipated expenditures of \$10,000,000 or more be approved by the Board of Supervisors;  
4 and; now, therefore, be it

5           RESOLVED, That Board of Supervisors hereby approves this contract amendment with  
6 WestEd to continue to provide citywide technical assistance, coaching, training, and rating  
7 services to publicly funded early care and education providers for a total amount not to  
8 exceed \$10,881,026 for the period July 1, 2012 to June 30, 2017; and, be it

9           FURTHER RESOLVED, That within thirty (30) days of the sixth amendment being fully  
10 executed by all parties, First 5 San Francisco shall provide the final contract to the Clerk of the  
11 Board for inclusion into the official file.

12  
13 Recommended:

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15 \_\_\_\_\_  
16 Ingrid Mezquita  
17 Executive Director of First 5 San Francisco

<p><b>Item 2</b> <b>File 17-0048</b></p>	<p><b>Department:</b> First 5 San Francisco</p>
<p><b>EXECUTIVE SUMMARY</b></p>	
<p style="text-align: center;"><b>Legislative Objectives</b></p>	
<ul style="list-style-type: none"> <li>The proposed resolution would approve the sixth amendment to the existing contract between First 5 San Francisco and WestEd, a nonprofit agency, to continue providing citywide Quality Rating and Improvement System (QRIS) services for early care and education programs. The sixth amendment increases the contract’s amount by \$888,911 from not-to-exceed \$9,992,115 to \$10,881,026. The existing contract term of five years from July 1, 2012 to June 30, 2017 is unchanged.</li> </ul>	
<p style="text-align: center;"><b>Key Points</b></p>	
<ul style="list-style-type: none"> <li>A Quality Rating and Improvement System (QRIS) is a set of ratings graduated by level of quality and used to assess licensed early care and education settings. WestEd, the contractor, providing QRIS services to First 5 San Francisco, was selected through a competitive process in 2012. The contract has been amended five times, extending the term to June 2017, and increasing the contract amount by \$5,350,610 from the original amount of \$4,641,505 to a total not-to-exceed amount of \$9,992,115.</li> </ul>	
<p style="text-align: center;"><b>Fiscal Impact</b></p>	
<ul style="list-style-type: none"> <li>The total FY 2016-17 contract budget is \$2,638,911, which includes the increase of \$888,911. This budget of \$2,638,911 is \$350,355 or 15 percent more than the FY 2015-16 budget of \$2,288,566. According to First 5, the contract increase of \$888,911 for the last contract year from July 1, 2016 through June 30, 2017 is needed to provide QRIS technical assistance, coaching and training services to an additional 70 new sites from the Family Child Care Quality Network.</li> </ul>	
<p style="text-align: center;"><b>Policy Consideration</b></p>	
<ul style="list-style-type: none"> <li>The existing contract between First 5 and WestEd to provide QRIS services, which began in 2012 and has been extended to June 2017, does not specify the number of times that the contract may be extended. According to First 5, the QRIS contract will undergo a competitive selection process in March 2017. The proposed resolution should be amended to specify that (1) First 5 San Francisco will issue a Request for Proposals for QRIS services prior to June 2017, and (2) the new contract will specify the total contract term, including extensions.</li> </ul>	
<p style="text-align: center;"><b>Recommendations</b></p>	
<ul style="list-style-type: none"> <li>Amend the proposed resolution to specify that (1) First 5 San Francisco will issue a competitive request for proposals to select a provider by June 30, 2017 for a new contract to provide citywide technical assistance, coaching, training, and rating services for publicly funded early care and education providers serving low-income children and children with special needs, and (2) any future contract entered into by First 5 San Francisco for these services must specify the original term, the number of extension options, and the term of each extension option.</li> <li>Approve the proposed resolution as amended.</li> </ul>	

## MANDATE STATEMENT

City Charter Section 9.118(b) states that any contract entered into by a department, board or commission that (1) has a term of more than ten years, (2) requires expenditures of \$10 million or more, or (3) requires a modification of more than \$500,000 is subject to Board of Supervisors approval.

## BACKGROUND

### First 5 San Francisco's Quality Rating and Improvement System (QRIS)

A Quality Rating and Improvement System (QRIS) is a set of ratings graduated by level of quality and used to assess licensed early care and education settings. It is based upon early childhood research identifying the quality elements that are critical to support positive child development outcomes. QRIS's ratings aim to 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 information to assess program performance. San Francisco's QRIS includes training, technical assistance, coaching and rating services through assessment tools that assist early care educators in improving quality.

WestEd, the contractor providing quality improvement services to First 5 San Francisco, is responsible for providing citywide QRIS technical assistance, coaching, training and rating services for early care and education providers in the City, with initial priority for services given to low performing early care and education programs serving low income children and/or children with special needs. Table 1 below details the number of sites that receive QRIS improvement and assessment services, as well as rating services, from FY 2013-14 to FY 2016-17.

**Table 1. Number of QRIS Sites from FY13-14 to FY16-17**

Type of QRIS Participation	FY 2013 – 14	FY 2014 – 15	FY 2015 – 16	FY 2016 – 17
Sites Receiving Improvement and Assessment Services Only	119 Child Care Centers <sup>1</sup> 220 Family Child Care <sup>2</sup>	131 Child Care Centers 199 Family Child Care	137 Child Care Centers 233 Family Child Care	144 Child Care Centers 250 Family Child Care
Rated Sites	119 Child Care Centers 19 Family Child Care	131 Child Care Centers 34 Family Child Care	137 Child Care Centers 40 Family Child Care	144 Child Care Centers 108 Family Child Care

Source: First 5 San Francisco

<sup>1</sup> Child Care Centers (or Day Care Centers) are usually located in a commercial building or school. Non-medical care and supervision are provided for infant to school-age children in a group setting for periods of less than 24 hours.

<sup>2</sup> Family Child Care (or Family Day Care) means regularly provided care, protection and supervision of children, in the care giver's own home, for periods of less than 24 hours per day, while the parents or authorized representatives are away.

### Existing Agreement

In 2012, First 5 San Francisco entered into a contract with WestEd, a nonprofit agency, based on a competitive Request for Proposals (RFP) process<sup>3</sup> to provide quality improvement services for publicly funded early care and education providers serving low income children and children with special needs. The contract was for \$4,641,505, which was less than the \$10 million threshold established by City Charter Section 9.118(b) requiring Board of Supervisors approval. The contract had a term of three years from July 1, 2012 to June 30, 2015 but did not specify the number of times that the contract could be extended (see Policy Consideration section below). First 5 San Francisco has amended the contract five times, extending the contract term through June 2017 and increasing the contract's amount by \$5,350,610 from the original amount of \$4,641,505 to a total not-to-exceed amount of \$9,992,115.

### DETAILS OF PROPOSED LEGISLATION

The proposed resolution would approve the sixth amendment to the existing contract between First 5 San Francisco and WestEd, a nonprofit agency, to continue providing citywide QRIS technical assistance, coaching, training, and rating services for publicly funded early care and education settings serving low-income children and children with special needs. The sixth amendment increases the contract's amount by \$888,911 for the last contract year from July 1, 2016 through June 30, 2017 from not-to-exceed \$9,992,115 to \$10,881,026. The existing contract term of five years from July 1, 2012 to June 30, 2017 is unchanged.

### FISCAL IMPACT

#### FY 2016-17 WestEd Contract Budget

According to Ms. Lisa Lee, Senior Program Officer at First 5 San Francisco, the contract increase of \$888,911 for the last contract year from July 1, 2016 through June 30, 2017 is needed to provide QRIS technical assistance, coaching and training services to an additional 70 new sites from the Family Child Care Quality Network (FCCQN)<sup>4</sup>, as well as additional rating and assessment services for the new sites. Table 2 below shows the total contract budget in FY 2016-17, including the increase of \$888,911.

<sup>3</sup> The QRIS contract bid was part of a joint funder solicitation involving the Department of Children, Youth and their Families (DCYF), Human Services Agency (HSA) and First 5 San Francisco.

<sup>4</sup> The Family Child Care Quality Network (FCCQN), an initiative created and funded by the San Francisco Office of Early Care and Education (OECE) in collaboration with the Department of Children, Youth, and Their Families (DCYF), offers family child care providers personalized coaching and consultation to improve the quality of early care and education for San Francisco children.

**Table 2. FY 2016-17 WestEd QRIS Contract Budget**

Category	Original Budget	Sixth Amendment	Total Budget
Personnel	\$470,463	\$320,566	\$791,029
Fringe Benefits	158,211	100,022	258,233
Professional Services <sup>5</sup>	64,901	28,887	93,788
Subcontracts <sup>6</sup>	6,000	150	6,150
Program Materials	69,292	46,498	115,790
Other Program Expenses <sup>7</sup>	833,845	309,154	1,142,999
Administrative Costs	147,288	83,633	230,921
<b>Total FY 2016-17 Contract Budget</b>	<b>\$1,750,000</b>	<b>\$888,911</b>	<b>\$2,638,911</b>

The total FY 2016-17 budget of \$2,638,911 is \$350,355 or 15 percent more than the FY 2015-16 budget of \$2,288,566. As noted above, WestEd will increase services in FY 2016-17 to approximately 70 new sites.

Funding for the FY 2016-17 WestEd contract would come from the Office of Early Care and Education's Public Education and Enrichment Fund (PEEF), which is a General Fund set-aside, and the Department of Children, Youth and their Families (DCYF), as previously appropriated by the Board of Supervisors in First 5's FY 2016-17 budget. Funding will also come from the Proposition 10 Tobacco Tax funds. Table 3 below details the proposed funding sources of the FY 2016-17 budget,<sup>8</sup> which includes the requested additional \$888,911, to be expended in FY 2016-17.

**Table 3. WestEd Contract Proposed Funding Sources in FY 16-17**

Source	Amount	Approximate Percentage
Public Education and Enrichment Fund (PEEF)	\$2,177,957	82.5%
Department of Children, Youth and their Families (DCYF)	370,954	14.1%
Prop 10 – Tobacco Tax	90,000	3.4%
<b>Total</b>	<b>\$2,638,911</b>	<b>100%</b>

According to First 5 San Francisco, the requested increase of \$888,911 is projected to be sufficient for estimated contract expenditures through the end of the contract term of June 30, 2017.

<sup>5</sup> This includes Spanish and Chinese translation services, fees for presenters and providers to support developing quality environments, state certified trainings, report translations, and website maintenance and upkeep.

<sup>6</sup> This is a subcontract with City College of San Francisco to participate in the Program for Infant/Toddler Care (PITC) Course.

<sup>7</sup> This includes Environment Rating Scale (ERS) assessments, Classroom Assessment Scoring System (CLASS) assessments, CLASS recertification, travel, technology/equipment including data plans, occupancy, general program support, Teaching Pyramid Model training, fees (registration, certification and trainer institute), project support, and communications/outreach.

<sup>8</sup> The FY 2016-17 budget of \$2,638,911 is \$350,355 or 15 percent more than the FY 2015-16 budget of \$2,288,566, as noted above, WestEd will increase services in FY 2016-17 to approximately 70 new sites.

### Contract Expenditures

From July 2012 through January 2017, WestEd has expended approximately 87 percent or \$8,701,132 of the total contract's existing not-to-exceed amount of \$9,992,115, as shown in Table 4 below. First 5 San Francisco projects expenditures of \$2,179,894 over the remaining five months of the contract,<sup>9</sup> resulting in total contract expenditures of approximately \$10,881,026, as shown in Table 4 below.

**Table 4. WestEd Contract Actual and Projected Expenditures**  
(July 2012 through June 2017)

Contract	Actual Contract Expenditures (July 2012 through January 2017)	Projected Expenditures (February 2017 through June 2017)	Total Actual and Projected Expenditures (July 2012 through June 2017)
WestEd QRIS	\$8,701,132	\$2,179,894	\$10,881,026
<b>Total</b>	<b>\$8,701,132</b>	<b>\$2,179,894</b>	<b>\$10,881,026</b>

## POLICY CONSIDERATION

### Contract Extension

As previously stated, the WestEd contract had a term of three years from July 1, 2012 through June 30, 2015, but did not specify the number of times that the contract could be extended. First 5 San Francisco has extended the contract three times through June 30, 2017. According to Ms. Tracy Fong, Fiscal Officer at First 5 San Francisco, First 5 agreed to extend the contract as a result of the transfer of administration of PEEF funds to the Office of Early Care and Education (OECE) in order to not disrupt services. According to Ms. Fong, OECE was not prepared to directly administer the contract in 2015 because the office's first priorities were hiring an OECE Director and undergoing a mandated community planning process. Consequently, First 5 and OECE agreed to have First 5 continue to administer and oversee the contract through 2020. The QRIS contract will undergo a competitive selection process in March 2017.

However, given that the existing contract between First 5 San Francisco and WestEd does not specify the number of times that the WestEd contract could be extended, the Budget and Legislative Analyst recommends that the proposed resolution be amended to specify that (1) First 5 San Francisco will issue a competitive request for proposals to select a provider by June 30, 2017 for a new contract to provide citywide technical assistance, coaching, training, and

<sup>9</sup> Under the contract, First 5 San Francisco reimburses WestEd on a quarterly basis, with most reimbursements occurring at the end of the year. Of the \$2.6 million budget in FY 2016-17, approximately \$460,000 has been reimbursed, which reflects the first three months of expenses; the balance of \$2.2 million will be reimbursed on a quarterly basis through the end of the fiscal year. According to Ms. Tracy Fong, Fiscal Officer at First 5 San Francisco, the majority of QRIS assessments will be conducted during the last half of the fiscal year, which will spend down the balance.



rating services for publicly funded early care and education providers, and (2) any future contract entered into by First 5 San Francisco for these services must specify the original term, the number of extension options, and the term of each extension option.

## RECOMMENDATIONS

1. Amend the proposed resolution to specify that (1) First 5 San Francisco will issue a competitive request for proposals to select a provider by June 30, 2017 for a new contract to provide citywide technical assistance, coaching, training, and rating services for publicly funded early care and education providers serving low-income children and children with special needs, and (2) any future contract entered into by First 5 San Francisco for these services must specify the original term, the number of extension options, and the term of each extension option.
2. Approve the proposed resolution as amended.

**City and County of San Francisco  
San Francisco Children and Families First Commission  
1390 Market Street, Suite 318  
San Francisco, CA 94102**

**Sixth Amendment**

THIS AMENDMENT (this "Amendment") is made as of **December 22, 2016**, in San Francisco, California, by and between WestEd ("Contractor"), 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 Contractor 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 Contractor desire to modify the Agreement on the terms and conditions set forth herein to increase the contract amount and update standard contractual clauses;

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

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

1a. **Agreement.** The term "Agreement" shall mean the Agreement dated **July 12, 2012** between Contractor and City, as amended by the:

<b>First amendment,</b>	<b>dated March 15, 2013,</b>
<b>Second amendment,</b>	<b>dated September 19, 2013,</b>
<b>Third amendment,</b>	<b>dated May 28, 2014,</b>
<b>Fourth amendment,</b>	<b>dated May 13, 2015, and</b>
<b>Fifth amendment,</b>	<b>dated September 7, 2016</b>

1b. **Contract Monitoring Division.** Effective July 28, 2012, with the exception of Sections 14B.9(D) and 14B.17(F), all of the duties and functions of the Human Rights Commission under Chapter 14B of the Administrative Code (LBE Ordinance) were transferred to the City Administrator, Contract Monitoring Division ("CMD"). Wherever "Human Rights Commission" or "HRC" appears in the Agreement in reference to Chapter 14B of the

Administrative Code or its implementing Rules and Regulations, it shall be construed to mean "Contract Monitoring Division" or "CMD" respectively.

1c. **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:

2a. **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 Improvement Services exceed **FIVE MILLION TWO HUNDRED NINETY THOUSAND FIVE HUNDRED AND THIRTEEN** Dollars (**\$5,290,513.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2017**.

In no event shall the amount of Grant Funds disbursed hereunder for Quality Rating Services exceed **FOUR MILLION SEVEN HUNDRED ONE THOUSAND SIX HUNDRED AND TWO** Dollars (**\$4,701,602.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2017**.

The maximum amount of Grant Funds disbursed hereunder shall not exceed **NINE MILLION NINE-HUNDRED NINETY-TWO THOUSAND ONE HUNDRED FIFTEEN** Dollars (**\$9,992,115.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2017**.

**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 Improvement Services exceed **FIVE MILLION EIGHT HUNDRED FORTY-TWO THOUSAND SIX HUNDRED AND SIXTEEN** Dollars (**\$5,842,616**) in the period from **JULY 1, 2012** to **JUNE 30, 2017**.

In no event shall the amount of Grant Funds disbursed hereunder for Quality Rating Services exceed **FOUR MILLION NINE HUNDRED SEVENTY-FOUR THOUSAND AND FORTY-SIX** Dollars (**\$4,974,046**) in the period from **JULY 1, 2012** to **JUNE 30, 2017**.

In no event shall the amount of Contingent Funds disbursed hereunder exceed **SIXTY-FOUR THOUSAND THREE HUNDRED AND SIXTY-FOUR** Dollar (**\$64,364**) in the period from **JULY 1, 2016** to **JUNE 30, 2017**, **pending availability** of funding and **subject to authorization** by First 5 San Francisco and **certified** by the Commission of First 5 San Francisco and the Controller's Office.

The maximum amount of Grant Funds and Contingent Funds disbursed hereunder shall not exceed **TEN MILLION EIGHT HUNDRED EIGHTY-ONE THOUSAND AND TWENTY-SIX Dollars (\$10,881,026)** in the period from **JULY 1, 2012** to **JUNE 30, 2017**.

**2b. Section Appendix B. Section Appendix B – Definition of Grant Plan** of the Agreement is hereby appended to include the following:

See attached updated 2016-17 scope of work and contract budget.

**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, Contractor and City have executed this Amendment as of the date first referenced above.

**CITY**

**CONTRACTOR**

Recommended by:

**WestEd**

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**Ingrid Mezquita**  
Executive Director  
First 5 San Francisco

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**Michael Neuenfeldt**  
Director of Finance and Contracts

City vendor number: **90618**

Approved as to Form:

Dennis J. Herrera  
City Attorney

By:

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**Kathleen Murphy**  
Deputy City Attorney

WestEd, Center for Child & Family Studies  
Quality Rating and Improvement System Contract

**Improvement Component**

Category	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Augmentation	2016-17 Contingency*	5-Year Total
Personnel	\$295,556	\$370,801	\$460,244	\$464,757	\$344,440	\$229,626	\$14,352	\$2,179,776
Fringe Benefits	\$99,524	\$119,179	\$138,989	\$147,727	\$112,360	\$74,899	\$4,681	\$697,359
Professional Services	\$28,626	\$28,310	\$100,656	\$45,359	\$36,000	\$24,000	\$1,500	\$264,450
Subcontracts	\$174,600	\$9,975	\$0	\$6,000	\$6,000	\$0	\$150	\$196,725
Program Materials	\$76,492	\$137,762	\$90,498	\$77,554	\$61,778	\$41,188	\$2,574	\$487,846
Other Program Expenses	\$195,092	\$221,105	\$306,442	\$332,436	\$214,372	\$116,583	\$8,274	\$1,394,305
Administrative Costs	\$93,624	\$110,943	\$132,616	\$150,647	\$100,050	\$65,807	\$4,146	\$657,833
<b>Total Expenditures</b>	<b>\$963,514</b>	<b>\$998,076</b>	<b>\$1,229,444</b>	<b>\$1,224,479</b>	<b>\$875,000</b>	<b>\$552,103</b>	<b>\$35,678</b>	<b>\$5,878,294</b>

**Rating Component**

Category	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Augmentation	2016-17 Contingency*	5-Year Total
Personnel	\$297,317	\$137,337	\$88,493	\$153,687	\$126,023	\$71,647	\$4,942	\$879,445
Fringe Benefits	\$102,913	\$45,725	\$30,893	\$55,915	\$45,851	\$18,825	\$1,617	\$301,739
Professional Services	\$10,327	\$0	\$0	\$35,245	\$28,901	\$2,599	\$788	\$77,860
Subcontracts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Program Materials	\$23,385	\$12,839	\$11,987	\$9,164	\$7,514	\$2,486	\$250	\$67,625
Other Program Expenses	\$220,221	\$794,724	\$792,355	\$755,455	\$619,473	\$164,693	\$19,604	\$3,366,525
Administrative Costs	\$102,442	\$55,302	\$36,266	\$54,610	\$47,238	\$12,194	\$1,486	\$309,538
<b>Total Expenditures</b>	<b>\$756,604</b>	<b>\$1,045,927</b>	<b>\$959,995</b>	<b>\$1,064,077</b>	<b>\$875,000</b>	<b>\$272,444</b>	<b>\$28,686</b>	<b>\$5,002,733</b>

**Combined Improvement & Rating**

Category	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2016-17 Augmentation	2016-17 Contingency*	5-Year Total
Personnel	\$592,873	\$508,138	\$548,737	\$618,443	\$470,463	\$301,273	\$19,293	\$3,059,220
Fringe Benefits	\$202,437	\$164,903	\$169,883	\$203,642	\$158,211	\$93,724	\$6,298	\$999,099
Professional Services	\$38,952	\$28,310	\$100,656	\$80,604	\$64,901	\$26,599	\$2,288	\$342,309
Subcontracts	\$174,600	\$9,975	\$0	\$6,000	\$6,000	\$0	\$150	\$196,725
Program Materials	\$99,877	\$150,602	\$102,485	\$86,718	\$69,292	\$43,674	\$2,824	\$555,472
Other Program Expenses	\$415,313	\$1,015,830	\$1,098,796	\$1,087,891	\$833,845	\$281,276	\$27,878	\$4,760,830
Administrative Costs	\$196,066	\$166,245	\$168,882	\$205,257	\$147,288	\$78,001	\$5,632	\$967,371
<b>Total Expenditures</b>	<b>\$1,720,118</b>	<b>\$2,044,003</b>	<b>\$2,189,438</b>	<b>\$2,288,556</b>	<b>\$1,750,000</b>	<b>\$824,547</b>	<b>\$64,364</b>	<b>\$10,881,026</b>

\* Contingency is 2.5% of the total 2016-17 budget and augmentation and will not be released unless funds are available and approved.

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

<b>Agency:</b> WestEd, Center for Child and Family Studies	<b>Grant Year:</b> 2016-2017
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<b>Project/Initiative:</b> QRIS - Quality Rating and Improvement Services
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**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 access to high quality early care and education options to families, First 5 San Francisco, the Office of Early Care and Education, San Francisco Unified School District, 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.

A quality rating and improvement system (QRIS) is a systemic approach to assess, improve, and communicate the level of quality in early education and care programs. It is based upon early childhood research identifying the quality standards 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 Quality Improvement Services contractor WestEd, Center for Child and Family Studies (WestEd CCFS), under the program name SF Quality Connections is responsible for the provision of citywide *assessment, technical assistance, coaching* and training services for approximately 490 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. This group includes programs operated by Headstart, San Francisco Unified School District, California State Preschool Programs (CSPP), California State General Childcare Programs and San Francisco Family Child Care Quality Network.

*Assessment is defined as an external review that is conducted with reliability and which provides data specific information on structural and relational elements of program quality. Training is defined as the process of teaching a required skill or knowledge. 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 meet quality standards, SF Quality Connections will be responsible for the facilitation of SF Quality Partner meetings which works to streamline and coordinate multidisciplinary support services to early childhood programs. Leadership of SF Quality Connections will be actively engaged at the SF QRIS Consortia Advisory body.

### **Scope of Work**

WestEd CCFS, through the SF Quality Connections Program will provide quality improvement services needed to measure and enhance the capacity to SF Early Learning Scholarship providers to raise levels of program quality and to participate in a QRIS. In 2016-17, the SF Quality Connections Program will provide the following services:

- Maintain 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 and to support participating programs to engage in continuous quality improvement which results in higher quality ratings and child readiness.
- Coordinate the provision of training in three languages (Spanish, English, Chinese) related to QRIS hybrid matrix and professional pathways related tools, including but not limited to Desired Results Developmental Profile (DRDP), CLASS, Environmental Rating Scales, Program for Infant Toddler Care (PITC), CSEFEL CA Teaching Pyramid (Center for Socio-Emotional Foundations in Early Learning), CA



Infant/Toddler Early Learning Foundations and Frameworks, CA Preschool Early Learning Foundations and Frameworks.

- 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 tools of the QRIS.
- Provide capacity building professional development to the SF Coaching and Training community.
- Schedule and conduct external reviews for early care and education programs which receive or seek to receive public funding in the City of San Francisco. Program. Baseline assessments are projected to be 363 classrooms will be assessed with the Environmental Rating Scales (ERS) and 271 classrooms will be assessed with the Classroom Assessment Scoring System (CLASS). Review process will incorporate translated assessment reports (Chinese, Spanish) as appropriate for providers.
- Enter assessment data into the Wels Program Quality Improvement Data Management System.
- Maintain a pool (staff and/or consultants) of qualified, multilingual assessors who will conduct assessments in alignment with State of California Anchoring Guidelines and CA Impact Hub 4 implementation protocols for reliability and assessment.
- Develop web-based or onsite training to support meaningful use of quality improvement assessment instruments identified by SF-QRIS to new and existing providers, technical assistance specialists and consultants.
- Participate in SF-QRIS Consortia and Quality Partner Meetings.

First 5 San Francisco Performance Measures Form 2016-17

Agency/Program Name: WestEd QRIS - Improvement

Service: Provide on-site program improvement services to programs to support progress upward on the QRIS Matrix.							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of FCC providers/programs receiving targeted coaching.	3	3	3	1	10	Report the unduplicated number of FCC providers/classrooms receiving targeted coaching.	Established Data System
Number of instructional and individual coaching hours provided to FCC/Classrooms on-site.	200	200	200	200	800	Report on the total number of hours provided on-site and in training cohorts.	Established Data System
Number of FCC providers/programs participating in cohort instructional coaching to support quality.	0	15	15	15	45	Report the total number of providers in cohort instructional coaching	Established Data System
Number of providers demonstrating improved quality as measured through assessment.	0	0	0	45	45	Number of providers demonstrating improved quality as measured through assessment.	Established Data System
Service: Provide training on assessment tools (ERS and CLASS) and assessment process to FCC and center-based providers, and TA providers and mentors.							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of ERS training sessions in multiple languages on ERS.	2	2	2	2	8	Report the number of trainings. Report quantitative information in comment section about efficacy of training sessions. (FCCERS, ITERS -ECERS) Note: Trainings will involve the joint efforts of QIS and QRS.	Established Data System
Number of FCC providers served through ERS training.	15	15	15	15	60	Report the number of center-based Preschool and infant/toddler teachers who participate in training.	Established Data System
Number of center-based providers served through ERS training.	20	20	20	20	80	Report the number of center-based providers served through ERS training.	
Number of CLASS trainings -Infant, Toddler, Pre-K, citywide.	2	2	2	2	8	Report the number of trainings. (1 in each language)	Established Data System
Number of center-based providers served through CLASS training.	30	30	30	30	120	Report the number of center-based providers who participate in training. (unduplicated)	Established Data System
Number of FCC providers served through CLASS training.	20	20	20	20	80	Report the number of FCC providers who participate in training. (unduplicated)	Established Data System

First 5 San Francisco Performance Measures Form 2016-17

Agency/Program Name: WestEd QRIS - Improvement

Service: Provide access to additional TA resources (PITC DRDP, CSEFEL, Learning Foundations and Framework) used in SFQRIS for ECE TA specialists, FCC and center-based providers.							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Provide training including I/T Foundations and Framework.	0	1	1	1	3	One event/series in each language. (Language determined based on need English, Spanish, Chinese)	
Provide follow-up coaching for participants attending training to support implementation of concepts.	0	60	60	60	180	Report number of hours of coaching.	
Number of FCC providers participating in I/T Foundations and Framework training.	0	10	10	10	30	Report the number of FCC providers participating in training/coaching cohort.	
Number of center-based providers participating in I/T Foundations and Framework training.	0	5	5	5	15	Report the number of center-based providers participating in training/coaching cohort.	
Provide cohort training including Pre-K Foundations and Framework.	0	0	1	1	1	Provide 1 events/series. (Language determined based on need English, or Spanish)	
Provide coaching on Pre-K Foundations and Framework.	0	0	40	80	120	Report number of hours of coaching.	
Number of FCC Providers participating in Pre-K Foundations and Framework .	0	0	5	5	10	Report the number of FCC providers participating in training/coaching cohort.	
Number of center-based providers participating in Pre-K Foundations and Framework Training.	0	0	10	10	20	Report the number of center-based providers participating in training/coaching cohort.	
Provide DRDP Training.	1	2	2	1	6	One event/series in each language. (Language determined based on need English, Spanish, Chinese)	
Provide DRDP follow-up technical assistance.	0	120	120	120	360	Report the number of coaching hours.	
Number of FCC providers participating in DRDP Training.	5	15	15	10	45	Report the number of FCC providers attending and participating in DRDP training.	
Number of center-based providers participating in DRDP Training.	30	30	30	20	110	Report the number of center-based providers attending DRDP training.	
Number of PITC training hours provided to FCC providers.	20	20	30	30	100	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.	10	0	0	0	10	Enter unduplicated number of FCC providers. These providers are using leveraged funds. (unduplicated)	PITC Data system
Number of PITC training hours provided to Center-based programs.	20	20	15	17	72	Enter total number of hours of training. This is leveraged funds from PITC state contract.	PITC Data system
Number of Center-based providers participating in PITC Training.	9	0	0	0	9	Enter unduplicated number of center-based providers. These are centers using leveraged funds. (unduplicated)	PITC Data system
Service: Participation in SF-QRIS development meetings and SF-QRIS stakeholder meetings.							CMS Activity Set-up

First 5 San Francisco Performance Measures Form 2016-17

Agency/Program Name: WestEd QRIS - Improvement

	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of SF-QIS stakeholder meetings attended.	1	1	1	1	4	Report on number of SF-QIS Stakeholder Meetings attended specifically CPAC, present as appropriate.	Meeting sign-in
Number of Quality Partner Meetings.	2	3	3	3	11	Report on the number of Quality Partner meetings facilitated.	Sign-in sheets, agendas
Number of SF QRIS Consortia Meetings.	2	3	3	3	11	Report on the number of SFQRIS Consortia meetings facilitated.	Sign-in sheets, agendas
Deliver QIS Needs Assessment Report to funders and make a presentation to stakeholders.	0	0	0	1	1	Mark a "1" in the quarter that materials are developed and distributed.	Completed Report
<b>Service: Continued implementation of a plan to guide Quality Connections outreach and information dissemination about activities and services.</b>							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
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. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	Print and electronic media materials
Develop online training options for the provider community.	0	2	1	1	4	Report on the number online training options developed and made available. Note: this will involve the joint efforts of QIS and QRS.	Availability of Training on the SFQC Website
<b>Service: PITC Training for infant/toddler teachers and/or family child care providers.</b>							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of PITC cohorts served.	0	3	0	0	3	Enter number of PITC cohorts receiving the three unit PITC course and coaching services.	PITC Database/ Profiles
Number of FCC providers served.	0	15	0	0	15	Enter number of family child care providers participating in the cohorts.	PITC Database
Number of center-based providers served.	0	30	0	0	30	Enter number of center-based providers participating in the cohorts	PITC Database
Number of training hours provided.	0	48	60	60	168	Enter number of training hours provided.	Sign-in sheets/PITC Database

First 5 San Francisco Performance Measures Form 2016-17

Agency/Program Name: WestEd QRIS - Improvement

Number of coaching hours provided in coordination with site leadership teams.	0	0	54	54	108	Enter number of onsite coaching/follow-up hours provided to center-based/family child care providers.	Sign-in sheets/PITC Database
Number of providers receiving academic credit.	0	0	45	0	45	Enter number of participants who are recipients of resource sharing.	Expense Logs
<b>Service: Provide PITC Coaching to identified center-based classrooms.</b>							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of IT Classrooms served.	18	4	0	0	22	Enter number of classrooms receiving coaching services from SFQC QIS.	Roster
Number of infant/toddler teachers served.	50	15	0	0	65	Enter number of IT teachers served through onsite coaching.	Roster
Number of coaching hours provided.	300	450	450	450	1650	Enter number of coaching hours provided.	Coaching logs
Facilitate an Infant/Toddler Leadership strand.	1	2	2	1	6	Enter the number of meetings.	Established Date System
Number of directors/leaders served through the I/T Leadership strand.	15	0	0	0	15	Enter the number leaders attending the meetings.	Established Data System
Number of I/T classrooms receiving tangible resources?	0	11	11	0	22	Enter number of classrooms who are recipients of resource sharing.	Coaching expense logs
<b>Service: Capacity Building and Professional Development for TA Specialists.</b>							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Support in-service professional development days for I/T TA Providers.	1	0	0	0	1	Report the number of professional development events facilitated by SFQC QIS.	Registration and Sign-in Sheets
Number of TA Providers attending in-service days.	40	0	0	0	40	Report the number of TA providers attending professional development events.	Registration and Sign-in Sheets

First 5 San Francisco Performance Measures Form 2016-17

Agency/Program Name: WestEd QRIS - Improvement

CLASS Observer Training.	1	1	1	0	3	Report the number of CLASS Observer Trainings ( 1 Infant, 1 Toddler, 1 Pre-K)	Established Data System
Number of TA providers attending CLASS Observer training.	17	17	17	0	51	Report the number of participants attending the CLASS Observer training.	Established Data System
Facilitate a DRDP coaching cohort for TA Providers.	1	0	0	0	1	Report the number of TA provider cohorts focused on DRDP training and TA support.	registration and Sign-in Sheets
Number of TA providers participating in a DRDP coaching cohort.	10	0	0	0	10	Report the number of TA providers participating in a DRDP focused cohort to build capacity of TA providers.	Sign-in Sheets
Facilitate the CPIN certification process for the Pre-K Foundations and Framework - Volume's I-III.	6	0	0	0	6	Begin enrollment in training series in August 2016.	Certification
Facilitate the PITC certification process for 4 infant/toddler program leaders in San Francisco.	0	0	4	0	4	Report the number of designated applicants attending the PITC Trainer Institutes.	
Co-coordinate SF Coaching Collaborative meetings and activities.	2	3	3	3	11	Report the number of coaching collaborative meetings.	Sign-in Sheets
Number of QIS Coaches attending SF Coaching Collaborative meetings.	4	4	4	4	16	Report the number of QIS coaches that attended the SF Coaching Collaborative meetings (Unduplicated count per session).	Sign-in Sheets
QIS will host one Critical Friends group.	2	2	2	2	8	Report number of Critical Friends meetings.	Sign-in Sheets
Number of QIS coaches attending Critical Friends group.	6	6	6	6	24	Report the number of QIS coaches that attended Critical Friends group meetings.	Sign-in Sheets
Number of QIS Coach meetings.	1	1	1	1	4	Report the number of QIS Coaches meetings.	Sign-in Sheets
Number of QIS Coaches attending QIS Coach meetings.	8	8	8	8	32	Report the number of QIS coaches that attended QIS Coach Meetings. (Unduplicated count per session)	Sign-in Sheets

First 5 San Francisco Performance Measures Form 2016-2017

Agency/Program Name: WestEd QRS

Service: Conduct program quality reviews with reliability for eligible and private pay programs during 2016-2017 fiscal year							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of ERS assessments are completed	80	80	100	103	363	Enter number of ERS assessments completed each quarter.	Database and tracking file
Number of CLASS assessments are completed	30	30	110	101	271	Enter number of CLASS assessments completed each quarter.	
Number of satisfaction survey responses rating the assessment process as "satisfactory"	0	0	0	405	405	Target of 405 generated from the likelihood of receiving 507 surveys and anticipated 80% high satisfaction rate (507 x .8=405). 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 /database
Number of assessments conducted in a linguistically appropriate way	0	0	0	602	602	Target of 602 generated from the likelihood of completing 634 assessments and an anticipated 95% completed in preferred language (634 x .95=). 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 /database
Number of ERS assessments completed for fee-for-service	0		1	1	2	Enter number of fee-for-service ERS assessment completed each quarter.	Tracking file
Service: Provide information about assessment instruments and assessment process to the provider community							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Develop online training options for provider community	1	3	0	0	4	Report completion of training options	Sign in sheets
Number of information/ training sessions to TA provider community and webinars with TA providers	1	1	1	1	4	Enter number of training and webinars delivered to TA community.	
Number of Information/working sessions with community providers about CLASS results	1	1	1	1	4	Enter number of information/ working sessions delivered to TA community.	
Number of child care providers participating in information/working sessions about CLASS	15	15	15	15	60	Report the unduplicated number of child care providers who attend sessions. Report quantitative information in comment section about efficacy of training sessions.	

First 5 San Francisco Performance Measures Form 2016-2017

Agency/Program Name: WestEd QRS

Service: Participation in and/or convening of QRIS Development Meetings and SF-QRIS stakeholder meetings							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of SF-QRIS Development Meetings attended (including both local and regional)	1	1			2	Enter number of meetings attended.	
Number of SF-QRIS Stakeholder Meetings attended and/or convened	2	2	2	2	6	Enter number of meeting convened and/or attended.	
Number of Statewide-QRIS Stakeholder and statewide workgroup meetings attended	1	1	1	1	4	Enter number of meeting convened and/or attended.	
Deliver bi-annual report to funders and present findings stakeholder groups		1		1	2	Report interim scores for center-based and family child care programs city-wide. End of year report to include by scores by funding source.	
Service: Convene Rating Advisory Group meetings							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of Rating Advisory Group meetings held		1		1	2	Enter the number of meetings held. Describe key activities in comment section.	
Number of grievance procedure (results review requests) submitted by child care provider					32	Expectation for no more than 32 results review requests submitted annually is based on 5% (656 x .05) of assessments where providers disagree with review.	



**City and County of San Francisco**  
**San Francisco Children and Families First Commission**  
**1390 Market Street, Suite 318**  
**San Francisco, CA 94102**

**Fifth Amendment**

THIS AMENDMENT (this "Amendment") is made as of **September 7, 2016**, in San Francisco, California, by and between **WestEd** ("Contractor"), 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 Contractor 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 Contractor desire to modify the Agreement on the terms and conditions set forth herein to [give a general description of what the Amendment is doing, such as "extend the performance period, increase the contract amount, and update standard contractual clauses"];

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

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

**1a. Agreement.** The term "Agreement" shall mean the Agreement dated **July 12, 2012** between Contractor and City, as amended by the:

**First amendment, dated March 15, 2013;**

**Second amendment, dated September 19, 2013;**

**Third amendment, dated May 28, 2014; and**

**Fourth amendment, dated May 13, 2015.**

**1b. Contract Monitoring Division.** Effective July 28, 2012, with the exception of Sections 14B.9(D) and 14B.17(F), all of the duties and functions of the Human Rights Commission under Chapter 14B of the Administrative Code (LBE Ordinance) were transferred to the City Administrator, Contract Monitoring Division ("CMD"). Wherever "Human Rights Commission" or "HRC" appears in the Agreement in reference to Chapter 14B of the Administrative Code or its implementing Rules and Regulations, it shall be construed to mean "Contract Monitoring Division" or "CMD" respectively.

1c. **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:

2a. **Section 3.2.** Section **Duration of Term** of the Agreement currently reads as follows:

The term of this Agreement shall commence on the later of (a) **JULY 1, 2012** and (b) the effective date specified in Section 3.1. Such term shall end at 11:59 p.m. San Francisco time on **JUNE 30, 2016**.

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

The term of this Agreement shall commence on the later of (a) **JULY 1, 2012** and (b) the effective date specified in Section 3.1. Such term shall end at 11:59 p.m. San Francisco time on **JUNE 30, 2017**.

2b. **Section 5.1.** Section **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 Improvement Services exceed **FOUR MILLION FIVE HUNDRED AND FIFTY-TWO THOUSAND EIGHT HUNDRED** Dollars (**\$4,552,800.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2016**.

In no event shall the amount of Grant Funds disbursed hereunder for Quality Rating Services exceed **THREE MILLION NINE HUNDRED AND EIGHTY-FIVE THOUSAND NINE HUNDRED AND TWENTY-FIVE** Dollars (**\$3,985,925.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2016**.

In no event shall the amount of Contingent Funds disbursed hereunder exceed **ONE HUNDRED TWENTY-ONE THOUSAND AND ONE HUNDRED AND FIFTY-TWO** Dollars (**\$121,152.00**) in the period from **JULY 1, 2015** to **JUNE 30, 2016**, pending availability of funding and subject to authorization by First 5 San Francisco and certified by the Commission of First 5 San Francisco and the Controller's Office.

The maximum amount of Grant Funds and Contingent Funds disbursed hereunder shall not exceed **EIGHT MILLION SIX HUNDRED FIFTY-NINE THOUSAND EIGHT HUNDRED AND SEVENTY-SEVEN** Dollars (**\$8,659,877.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2015**.

Grantee understands that, of the maximum amount of funds stated under Section 5.1 of this Agreement, the amount listed as the Contingent Funds will not be available and may not be used in program budgets attached to Appendix B of this Agreement without an approved

**budget modification by First 5 San Francisco.** Grantee further understands that no payment of any portion of this contingency amount will be made unless and until such funds are certified as available by First 5 San Francisco and the Controller's Office. Grantee agrees to fully comply with these laws, regulations, policies, and procedures.

**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 Improvement Services exceed **FIVE MILLION TWO HUNDRED NINETY THOUSAND FIVE HUNDRED AND THIRTEEN** Dollars (**\$5,290,513.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2017**.

In no event shall the amount of Grant Funds disbursed hereunder for Quality Rating Services exceed **FOUR MILLION SEVEN HUNDRED ONE THOUSAND SIX HUNDRED AND TWO** Dollars (**\$4,701,602.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2017**.

The maximum amount of Grant Funds and Contingent Funds disbursed hereunder shall not exceed **NINE MILLION NINE-HUNDRED NINETY-TWO THOUSAND ONE HUNDRED FIFTEEN** Dollars (**\$9,992,115.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2017**.

**2c. Sugar-Sweetened Beverage Prohibition.** Section 2C. is hereby replaced in its entirety to read as follows:

**Sugar-Sweetened Beverage Prohibition.** Contractor agrees that it will not sell, provide, or otherwise distribute Sugar-Sweetened Beverages, as defined by San Francisco Administrative Code Chapter 101, as part of its performance of this Agreement.

**2d. Insurance.** Section Article 10 Insurance is hereby replaced in its entirety to read as follows:

**Article 10 Insurance.**

a. Without in any way limiting Contractor's liability pursuant to the "Indemnification" section of this Agreement, Contractor must maintain in force, during the full term of the Agreement, insurance in the following amounts and coverages:

1) Workers' Compensation, in statutory amounts, with Employers' Liability Limits not less than \$1,000,000 each accident, injury, or illness; and

2) Commercial General Liability Insurance with limits not less than \$1,000,000 each occurrence and \$2,000,000 general aggregate for Bodily Injury and Property Damage, including Contractual Liability, Personal Injury, Products and Completed Operations; and

3) Commercial Automobile Liability Insurance with limits not less than \$1,000,000 each occurrence, "Combined Single Limit" for Bodily Injury and Property Damage, including Owned, Non-Owned and Hired auto coverage, as applicable.

4) Fidelity Bond. Grantee shall maintain throughout the term of this contract, at its expense a blanket fidelity bond covering all officers and employees, including City as additional obligee or loss payee as its interests may appear.

- a. All policies shall be endorsed to provide thirty (30) days' advance written notice to the City of cancellation for any reason, intended non-renewal, or reduction in coverages. Notices shall be sent to the City address set forth in the Section entitled "Notices to the Parties."
- b. Should any of the required insurance be provided under a claims-made form, Contractor shall maintain such coverage continuously throughout the term of this Agreement and, without lapse, for a period of three years beyond the expiration of this Agreement, to the effect that, should occurrences during the contract term give rise to claims made after expiration of the Agreement, such claims shall be covered by such claims-made policies.
- c. Should any required insurance lapse during the term of this Agreement, requests for payments originating after such lapse shall not be processed until the City receives satisfactory evidence of reinstated coverage as required by this Agreement, effective as of the lapse date. If insurance is not reinstated, the City may, at its sole option, terminate this Agreement effective on the date of such lapse of insurance.
- d. Before commencing any Services, Contractor shall furnish to City certificates of insurance and additional insured policy endorsements with insurers with ratings comparable to A-, VIII or higher, that are authorized to do business in the State of California, and that are satisfactory to City, in form evidencing all coverages set forth above. Approval of the insurance by City shall not relieve or decrease Contractor's liability hereunder.
- e. If Contractor will use any subcontractor(s) to provide Services, Contractor shall require the subcontractor(s) to provide all necessary insurance and to name the City and County of San Francisco, its officers, agents and employees and the Contractor as additional insureds.

**2e. Replacing "Earned Income Credit (EIC) Forms" Section with "Consideration of Criminal History in Hiring and Employment Decisions" Section.** Section 7.3 "Earned Income Credit (EIC) Forms" is hereby replaced in its entirety to read as follows:

**7.3. Consideration of Criminal History in Hiring and Employment Decisions.**

a. Contractor agrees to comply fully with and be bound by all of the provisions of Chapter 12T "City Contractor/Subcontractor Consideration of Criminal History in Hiring and Employment Decisions," of the San Francisco Administrative Code (Chapter 12T), including the remedies provided, and implementing regulations, as may be amended from time to time. The provisions of Chapter 12T are incorporated by reference and made a part of this Agreement as though fully set forth herein. The text of the Chapter 12T is available on the web at [www.sfgov.org/olse/fco](http://www.sfgov.org/olse/fco). A partial listing of some of Contractor's obligations under Chapter 12T is set forth in this Section. Contractor is required to comply with all of the applicable provisions of 12T, irrespective of the listing of obligations in this Section. Capitalized terms used in this Section and not defined in this Agreement shall have the meanings assigned to such terms in Chapter 12T.

b. The requirements of Chapter 12T shall only apply to a Contractor's or Subcontractor's operations to the extent those operations are in furtherance of the performance of this Agreement, shall apply only to applicants and employees who would be or are performing work in furtherance of this Agreement, shall apply only when the physical location of the employment or prospective employment of an individual is wholly or substantially within the City of San Francisco, and shall not apply when the application in a particular context would conflict with federal or state law or with a requirement of a government agency implementing federal or state law.

c. Contractor shall incorporate by reference in all subcontracts the provisions of Chapter 12T, and shall require all subcontractors to comply with such provisions. Contractor's failure to comply with the obligations in this subsection shall constitute a material breach of this Agreement.

d. Contractor or Subcontractor shall not inquire about, require disclosure of, or if such information is received, base an Adverse Action on an applicant's or potential applicant for employment's, or employee's: (1) Arrest not leading to a Conviction, unless the Arrest is undergoing an active pending criminal investigation or trial that has not yet been resolved; (2) participation in or completion of a diversion or a deferral of judgment program; (3) a Conviction that has been judicially dismissed, expunged, voided, invalidated, or otherwise rendered inoperative; (4) a Conviction or any other adjudication in the juvenile justice system; (5) a Conviction that is more than seven years old, from the date of sentencing; or (6) information pertaining to an offense other than a felony or misdemeanor, such as an infraction.

e. Contractor or Subcontractor shall not inquire about or require applicants, potential applicants for employment, or employees to disclose on any employment application the facts or details of any conviction history, unresolved arrest, or any matter identified in subsection 7.3(d), above. Contractor or Subcontractor shall not require such disclosure or make such inquiry until either after the first live interview with the person, or after a conditional offer of employment.

f. Contractor or Subcontractor shall state in all solicitations or advertisements for employees that are reasonably likely to reach persons who are reasonably likely to seek employment to be performed under this Agreement, that the Contractor or Subcontractor will consider for employment qualified applicants with criminal histories in a manner consistent with the requirements of Chapter 12T.

g. Contractor and Subcontractors shall post the notice prepared by the Office of Labor Standards Enforcement (OLSE), available on OLSE's website, in a conspicuous place at every workplace, job site, or other location under the Contractor or Subcontractor's control at which work is being done or will be done in furtherance of the performance of this Agreement. The notice shall be posted in English, Spanish, Chinese, and any language spoken by at least 5% of the employees at the workplace, job site, or other location at which it is posted.

h. Contractor understands and agrees that if it fails to comply with the requirements of Chapter 12T, the City shall have the right to pursue any rights or remedies

available under Chapter 12T, including but not limited to, a penalty of \$50 for a second violation and \$100 for a subsequent violation for each employee, applicant or other person as to whom a violation occurred or continued, termination or suspension in whole or in part of this Agreement.

**2f. Section Appendix B. Section Appendix B – Definition of Grant Plan** of the Agreement is hereby appended to include the following:

See Attached 2016-2017 Scope of Work and Approved Budget Revision.

\*

**3. Effective Date.** Each of the modifications set forth in Section 2 shall be effective on and after **July 1, 2016**

**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.

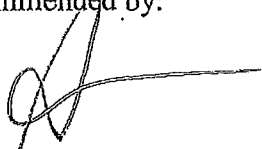
IN WITNESS WHEREOF, Contractor and City have executed this Amendment as of the date first referenced above.

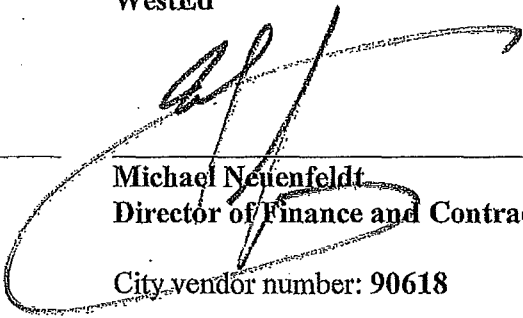
**CITY**

**CONTRACTOR**

Recommended by:

WestEd

  
\_\_\_\_\_  
**Ingrid Mezquita**  
Executive Director  
First/5 San Francisco

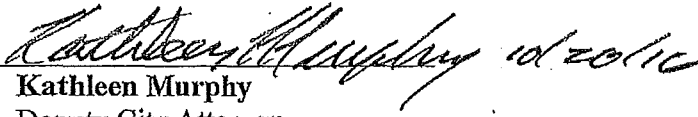
  
\_\_\_\_\_  
**Michael Neuenfeldt**  
Director of Finance and Contracts

City vendor number: 90618

Approved as to Form:

Dennis J. Herrera  
City Attorney

By:

  
\_\_\_\_\_  
**Kathleen Murphy**  
Deputy City Attorney

WestEd, Center for Child & Family Studies  
 Quality Rating and Improvement System Contract

**Improvement Component**

Category	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	5-Year Total
Personnel	\$295,556	\$370,801	\$460,244	\$464,757	\$344,440	\$1,935,798
Fringe Benefits	\$99,524	\$119,179	\$138,989	\$147,727	\$112,360	\$617,779
Professional Services	\$28,626	\$28,310	\$100,656	\$45,359	\$36,000	\$238,950
Subcontracts	\$174,600	\$9,975	\$0	\$6,000	\$6,000	\$196,575
Program Materials	\$76,492	\$137,762	\$90,498	\$77,554	\$61,778	\$444,084
Other Program Expenses	\$195,092	\$221,105	\$306,442	\$332,436	\$214,372	\$1,269,448
Administrative Costs	\$93,624	\$110,943	\$132,616	\$150,647	\$100,050	\$587,880
<b>Total Expenditures</b>	<b>\$963,514</b>	<b>\$998,076</b>	<b>\$1,229,444</b>	<b>\$1,224,479</b>	<b>\$875,000</b>	<b>\$5,290,513</b>

**Rating Component**

Category	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	5-Year Total
Personnel	\$297,317	\$137,337	\$88,493	\$153,687	\$126,378	\$803,211
Fringe Benefits	\$102,913	\$45,725	\$30,893	\$55,915	\$45,980	\$281,426
Professional Services	\$10,327	\$0	\$0	\$35,245	\$28,983	\$74,555
Subcontracts	\$0	\$0	\$0	\$0	\$0	\$0
Program Materials	\$23,385	\$12,839	\$11,987	\$9,164	\$7,536	\$64,911
Other Program Expenses	\$220,221	\$794,724	\$792,355	\$755,455	\$621,218	\$3,183,973
Administrative Costs	\$102,442	\$55,302	\$36,266	\$54,610	\$44,906	\$293,527
<b>Total Expenditures</b>	<b>\$756,604</b>	<b>\$1,045,927</b>	<b>\$959,995</b>	<b>\$1,064,077</b>	<b>\$875,000</b>	<b>\$4,701,602</b>

**Combined Improvement & Rating**

Category	2012-13 Actuals	2013-14 Actuals	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	5-Year Total
Personnel	\$592,873	\$508,138	\$548,737	\$618,443	\$470,818	\$2,739,009
Fringe Benefits	\$202,437	\$164,903	\$169,883	\$203,642	\$158,340	\$899,205
Professional Services	\$38,952	\$28,310	\$100,656	\$80,604	\$64,983	\$313,504
Subcontracts	\$174,600	\$9,975	\$0	\$6,000	\$6,000	\$196,575
Program Materials	\$99,877	\$150,602	\$102,485	\$86,718	\$69,314	\$508,995
Other Program Expenses	\$415,313	\$1,015,830	\$1,098,796	\$1,087,891	\$835,590	\$4,453,420
Administrative Costs	\$196,066	\$166,245	\$168,882	\$205,257	\$144,956	\$881,407
<b>Total Expenditures</b>	<b>\$1,720,118</b>	<b>\$2,044,003</b>	<b>\$2,189,438</b>	<b>\$2,288,556</b>	<b>\$1,750,000</b>	<b>\$9,992,115</b>



First 5 San Francisco Performance Measures Form 2016-2017

Agency/Program Name: WestEd QRS

Service: Conduct program quality reviews with reliability for eligible and private pay programs during 2016-2017 fiscal year							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of ERS assessments are completed	80	80	100	103	240	Enter number of ERS assessments completed each quarter.	Database and tracking file
Number of CLASS assessments are completed	30	30	110	101	154	Enter number of CLASS assessments completed each quarter.	
Number of satisfaction survey responses rating the assessment process as "satisfactory"	0	0	0	405	405	Target of 405 generated from the likelihood of receiving 507 surveys and anticipated 80% high satisfaction rate (507 x .8=405). 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 /database
Number of assessments conducted in a linguistically appropriate way	0	0	0	602	602	Target of 602 generated from the likelihood of completing 634 assessments and an anticipated 95% completed in preferred language (634 x .95=). 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 /database
Number of ERS assessments completed for fee-for-service	0		1	1	2	Enter number of fee-for-service ERS assessment completed each quarter.	Tracking file
Service: Provide information about assessment instruments and assessment process to the provider community							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Develop online training options for provider community	1	3	0	0	4	Report completion of training options	Sign in sheets
Number of information/ training sessions to TA provider community and webinars with TA providers	1	1	1	1	4	Enter number of training and webinars delivered to TA community.	
Number of Information/working sessions with community providers about CLASS results	1	1	1	1	4	Enter number of information/ working sessions delivered to TA community.	
Number of child care providers participating in information/working sessions about CLASS	15	15	15	15	60	Report the unduplicated number of child care providers who attend sessions. Report quantitative information in comment section about efficacy of training sessions.	

First 5 San Francisco Performance Measures Form 2016-2017

Agency/Program Name: WestEd QRS

Service: Participation in and/or convening of QRIS Development Meetings and SF-QRIS stakeholder meetings							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of SF-QRIS Development Meetings attended (including both local and regional)	1	1			2	Enter number of meetings attended.	
Number of SF-QRIS Stakeholder Meetings attended and/or convened	2	2	2	2	6	Enter number of meeting convened and/or attended.	
Number of Statewide-QRIS Stakeholder and statewide workgroup meetings attended	1	1	1	1	4	Enter number of meeting convened and/or attended.	
Deliver bi-annual report to funders and present findings stakeholder groups		1		1	2	Report interim scores for center-based and family child care programs city-wide. End of year report to include by scores by funding source.	
Service: Convene Rating Advisory Group meetings							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of Rating Advisory Group meetings held		1		1	2	Enter the number of meetings held. Describe key activities in comment section.	
Number of grievance procedure (results review requests) submitted by child care provider					32	Expectation for no more than 32 results review requests submitted annually is based on 5% (656 x .05) of assessments where providers disagree with review.	

First 5 San Francisco Performance Measures Form 2016-17

Agency/Program Name: WestEd QIS

Service: Provide on-site program improvement services to programs to support progress upward on the QRIS Matrix.							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of FCC providers/programs receiving targeted coaching.	3	3	3	1	10	Report the unduplicated number of FCC providers/classrooms receiving targeted coaching.	Established Data System
Number of instructional and individual coaching hours provided to FCC/Classrooms on-site.	120	120	120	120	480	Report on the total number of hours provided on-site and in training cohorts.	Established Data System
Number of FCC providers/programs participating in cohort instructional coaching to support quality.	0	10	10	10	30	Report the total number of providers in cohort instructional coaching	Established Data System
Number of providers demonstrating improved quality as measured through assessment.	0	0	0	30	30	Number of providers demonstrating improved quality as measured through assessment.	Established Data System
Service: Provide training on assessment tools (ERS and CLASS) and assessment process to FCC and center-based providers, and TA providers and mentors.							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of ERS training sessions in multiple languages on ERS.	2	2	1	1	6	Report the number of trainings. Report quantitative information in comment section about efficacy of training sessions. (FCCERS, ITERS -ECERS) Note: Trainings will involve the joint efforts of QIS and QRS.	Established Data System
Number of FCC providers served through ERS training.	15	15	10	10	50	Report the number of center-based Preschool and infant/toddler teachers who participate in training.	Established Data System
Number of center-based providers served through ERS training.	20	20	15	15	70	Report the number of center-based providers served through ERS training.	
Number of CLASS trainings -Infant, Toddler, Pre-K, citywide.	1	1	2	2	6	Report the number of trainings. (1 in each language)	Established Data System
Number of center-based providers served through CLASS training.	20	20	30	30	100	Report the number of center-based providers who participate in training. (unduplicated)	Established Data System
Number of FCC providers served through CLASS training.	15	15	20	20	70	Report the number of FCC providers who participate in training. (unduplicated)	Established Data System

First 5 San Francisco Performance Measures Form 2016-17

Agency/Program Name: WestEd QIS

Service: Provide access to additional TA resources (PITC DRDP, CSEFEL, Learning Foundations and Framework) used in SFQRIS for ECE TA specialists, FCC and center-based providers.							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Provide training including I/T Foundations and Framework.	0	1	1	0	2	One event/series in each language. (Language determined based on need English, Spanish, Chinese)	
Provide follow-up coaching for participants attending training to support implementation of concepts.	0	40	40	0	80	Report number of hours of coaching.	
Number of FCC providers participating in I/T Foundations and Framework training.	0	10	10	0	20	Report the number of FCC providers participating in training/coaching cohort.	
Number of center-based providers participating in I/T Foundations and Framework training.	0	5	5	0	10	Report the number of center-based providers participating in training/coaching cohort.	
Provide cohort training including Pre-K Foundations and Framework.	0	0	0	1	1	Provide 1 events/series. (Language determined based on need English, or Spanish)	
Provide coaching on Pre-K Foundations and Framework.	0	0	0	60	60	Report number of hours of coaching.	
Number of FCC Providers participating in Pre-K Foundations and Framework .	0	0	0	5	5	Report the number of FCC providers participating in training/coaching cohort.	
Number of center-based providers participating in Pre-K Foundations and Framework Training.	0	0	0	10	10	Report the number of center-based providers participating in training/coaching cohort.	
Provide DRDP Training.	1	2	0	0	3	One event/series in each language. (Language determined based on need English, Spanish, Chinese)	
Provide DRDP follow-up technical assistance.	0	0	80	80	160	Report the number of coaching hours.	
Number of FCC providers participating in DRDP Training.	5	15	15	10	45	Report the number of FCC providers attending and participating in DRDP training.	
Number of center-based providers participating in DRDP Training.	30	30	0	0	60	Report the number of center-based providers attending DRDP training.	
Number of PITC training hours provided to FCC providers.	20	20	30	30	100	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.	10	0	0	0	10	Enter unduplicated number of FCC providers. These providers are using leveraged funds. (unduplicated)	PITC Data system
Number of PITC training hours provided to Center-based programs.	20	20	15	17	72	Enter total number of hours of training. This is leveraged funds from PITC state contract.	PITC Data system
Number of Center-based providers participating in PITC Training.	9	0	0	0	9	Enter unduplicated number of center-based providers. These are centers using leveraged funds. (unduplicated)	PITC Data system

Service: Participation in SF-QRIS development meetings and SF-QRIS stakeholder meetings.

CMS Activity Set-up

First 5 San Francisco Performance Measures Form 2016-17

Agency/Program Name: WestEd QIS

	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of SF-QIS stakeholder meetings attended.	1	1	1	1	4	Report on number of SF-QIS Stakeholder Meetings attended specifically CPAC, present as appropriate.	Meeting sign-in
Number of Quality Partner Meetings.	2	3	3	3	11	Report on the number of Quality Partner meetings facilitated.	Sign-in sheets, agendas
Number of SF QRIS Consortia Meetings.	2	3	3	3	11	Report on the number of SFQRIS Consortia meetings facilitated.	Sign-in sheets, agendas
Deliver QIS Needs Assessment Report to funders and make a presentation to stakeholders.	0	0	0	1	1	Mark a "1" in the quarter that materials are developed and distributed.	Completed Report
<b>Service: Continued implementation of a plan to guide Quality Connections outreach and information dissemination about activities and services.</b>							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
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. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	Print and electronic media materials
Develop online training options for the provider community.	0	1	1	0	2	Report on the number online training options developed and made available. Note: this will involve the joint efforts of QIS and QRS.	Availability of Training on the SFQC Website
<b>Service: PITC Training for infant/toddler teachers and/or family child care providers.</b>							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of PITC cohorts served.	0	2	0	0	2	Enter number of PITC cohorts receiving the three unit PITC course and coaching services.	PITC Database/ Profiles
Number of FCC providers served.	0	10	0	0	10	Enter number of family child care providers participating in the cohorts.	PITC Database
Number of center-based providers served.	0	20	0	0	20	Enter number of center-based providers participating in the cohorts	PITC Database
Number of training hours provided.	0	20	45	47	112	Enter number of training hours provided.	Sign-in sheets/PITC Database

First 5 San Francisco Performance Measures Form 2016-17

Agency/Program Name: WestEd QIS

Number of coaching hours provided in coordination with site leadership teams.	0	0	36	36	72	Enter number of onsite coaching/follow-up hours provided to center-based/family child care providers.	Sign-in sheets/PITC Database
Number of providers receiving academic credit.	0	0	0	30	30	Enter number of participants who are recipients of resource sharing.	Expense Logs
<b>Service: Provide PITC Coaching to identified center-based classrooms.</b>							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of IT Classrooms served.	18	0	0	0	18	Enter number of classrooms receiving coaching services from SFQC QIS.	Roster
Number of infant/toddler teachers served.	50	0	0	0	50	Enter number of IT teachers served through onsite coaching.	Roster
Number of coaching hours provided.	250	250	250	250	1000	Enter number of coaching hours provided.	Coaching logs
Facilitate an Infant/Toddler Leadership strand.	1	2	2	1	6	Enter the number of meetings.	Established Date System
Number of directors/leaders served through the I/T Leadership strand.	12	0	0	0	12	Enter the number leaders attending the meetings.	Established Data System
Number of I/T classrooms receiving tangible resources?	0	9	9	0	18	Enter number of classrooms who are recipients of resource sharing.	Coaching expense logs
<b>Service: Capacity Building and Professional Development for TA Specialists.</b>							CMS Activity Set-up
	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Support in-service professional development days for I/T TA Providers.	1	0	0	0	1	Report the number of professional development events facilitated by SFQC QIS.	Registration and Sign-in Sheets
Number of TA Providers attending in-service days.	40	0	0	0	40	Report the number of TA providers attending professional development events.	Registration and Sign-in Sheets

First 5 San Francisco Performance Measures Form 2016-17

Agency/Program Name: WestEd QIS

CLASS Observer Training.	1	1	0	0	2	Report the number of CLASS Observer Trainings ( 1 Infant, 1 Toddler, 1 Pre-K)	Established Data System
Number of TA providers attending CLASS Observer training.	17	17	0	0	34	Report the number of participants attending the CLASS Observer training.	Established Data System
Facilitate a DRDP coaching cohort for TA Providers.	1	0	0	0	1	Report the number of TA provider cohorts focused on DRDP training and TA support.	registration and Sign-in Sheets
Number of TA providers participating in a DRDP coaching cohort.	10	0	0	0	10	Report the number of TA providers participating in a DRDP focused cohort to build capacity of TA providers.	Sign-in Sheets
Facilitate the CPIN certification process for the Pre-K Foundations and Framework - Volume's I-III.	6	0	0	0	6	Begin enrollment in training series in August 2016.	Certification
Facilitate the PITC certification process for 4 infant/toddler program leaders in San Francisco.	0	0	2	0	2	Report the number of designated applicants attending the PITC Trainer Institutes.	
Co-coordinate SF Coaching Collaborative meetings and activities.	2	3	3	3	11	Report the number of coaching collaborative meetings.	Sign-in Sheets
Number of QIS Coaches attending SF Coaching Collaborative meetings.	4	4	4	4	16	Report the number of QIS coaches that attended the SF Coaching Collaborative meetings (Unduplicated count per session).	Sign-in Sheets
QIS will host one Critical Friends group.	2	2	2	2	8	Report number of Critical Friends meetings.	Sign-in Sheets
Number of QIS coaches attending Critical Friends group.	6	6	6	6	24	Report the number of QIS coaches that attended Critical Friends group meetings.	Sign-in Sheets
Number of QIS Coach meetings.	1	1	1	1	4	Report the number of QIS Coaches meetings.	Sign-in Sheets
Number of QIS Coaches attending QIS Coach meetings.	8	8	8	8	32	Report the number of QIS coaches that attended QIS Coach Meetings. (Unduplicated count per session)	Sign-in Sheets

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

**Fourth Amendment**

THIS AMENDMENT (this "Amendment") is made as of **May 13, 2015**, in San Francisco, California, by and between **WestEd** ("Contractor"), and the City and County of San Francisco, a municipal corporation ("City"), acting by and through its San Francisco Children and Families Commission (DBA First 5 San Francisco).

**RECITALS**

WHEREAS, City and Contractor 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 Contractor desire to modify the Agreement on the terms and conditions set forth herein to extend the grant term and increase the contract amount;

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

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

**1a. Agreement.** The term "Agreement" shall mean the Agreement dated **July 12, 2012** between Contractor and City, as amended by the:

**First amendment, dated March 15, 2013;**

**Second amendment, dated September 19, 2013; and**

**Third amendment, dated May 28, 2014.**

**1b. Contract Monitoring Division. Contract Monitoring Division.** Effective July 28, 2012, with the exception of Sections 14B.9(D) and 14B.17(F), all of the duties and functions of the Human Rights Commission under Chapter 14B of the Administrative Code (LBE Ordinance) were transferred to the City Administrator, Contract Monitoring Division ("CMD"). Wherever "Human Rights Commission" or "HRC" appears in the Agreement in reference to Chapter 14B of the Administrative Code or its implementing Rules and Regulations, it shall be construed to mean "Contract Monitoring Division" or "CMD" respectively.

**1c. 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:

2a. **Section 3.2.** Section 3.2 **Duration of Term** of the Agreement currently reads as follows:

The term of this Agreement shall commence on the later of (a) **JULY 1, 2012** and (b) the effective date specified in Section 3.1. Such term shall end at 11:59 p.m. San Francisco time on **JUNE 30, 2015**.

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

The term of this Agreement shall commence on the later of (a) **JULY 1, 2012** and (b) the effective date specified in Section 3.1. Such term shall end at 11:59 p.m. San Francisco time on **JUNE 30, 2016**.

2b. **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 Improvement Services exceed **THREE MILLION TWO-HUNDRED AND SEVEN THOUSAND SEVEN-HUNDRED AND SEVENTEEN** Dollars (**\$3,207,717.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2015**, plus any Contingent Funds **authorized** by First 5 San Francisco and **certified** by the Commission of First 5 San Francisco and the Controller's Office.

In no event shall the amount of Grant Funds disbursed hereunder for Quality Rating Services exceed **TWO MILLION NINE-HUNDRED AND TWELVE THOUSAND FOUR-HUNDRED AND EIGHTY-FIVE** Dollars (**\$2,912,485.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2015**, plus any Contingent Funds **authorized** by First 5 San Francisco and **certified** by the Commission of First 5 San Francisco and the Controller's Office.

In no event shall the amount of Contingent Funds disbursed hereunder exceed **SIX-HUNDRED AND TWELVE THOUSAND AND TWENTY** Dollars (**\$612,020.00**) in the period from **JULY 1, 2014** to **JUNE 30, 2015**, **pending availability of funding and subject to authorization** by First 5 San Francisco and **certified** by the Commission of First 5 San Francisco and the Controller's Office.

The maximum amount of Grant Funds and Contingent Funds disbursed hereunder shall not exceed **SIX-MILLION SEVEN-HUNDRED THIRTY-TWO THOUSAND TWO-HUNDRED AND TWENTY-TWO** Dollars (**\$6,732,222.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2015**.

Grantee understands that, of the maximum amount of funds stated under Section 5.1 of this Agreement, **the amount listed as the Contingent Funds will not be available and may not be used in program budgets attached to Appendix B of this Agreement without an approved budget modification by First 5 San Francisco.** Grantee further understands that no payment of

any portion of this contingency amount will be made unless and until such funds are certified as available by First 5 San Francisco and the Controller's Office. Grantee agrees to fully comply with these laws, regulations, policies, and procedures.

**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 Improvement Services exceed **FOUR MILLION FIVE HUNDRED AND FIFTY-TWO THOUSAND EIGHT HUNDRED** Dollars (**\$4,552,800.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2016**.

In no event shall the amount of Grant Funds disbursed hereunder for Quality Rating Services exceed **THREE MILLION NINE HUNDRED AND EIGHTY-FIVE THOUSAND NINE HUNDRED AND TWENTY-FIVE** Dollars (**\$3,985,925.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2016**.

In no event shall the amount of Contingent Funds disbursed hereunder exceed **ONE HUNDRED TWENTY-ONE THOUSAND AND ONE HUNDRED AND FIFTY-TWO** Dollars (**\$121,152.00**) in the period from **JULY 1, 2015** to **JUNE 30, 2016**, **pending availability of funding and subject to authorization** by First 5 San Francisco and **certified** by the Commission of First 5 San Francisco and the Controller's Office.

The maximum amount of Grant Funds and Contingent Funds disbursed hereunder shall not exceed **EIGHT MILLION SIX HUNDRED FIFTY-NINE THOUSAND EIGHT HUNDRED AND SEVENTY-SEVEN** Dollars (**\$8,659,877.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2015**.

Grantee understands that, of the maximum amount of funds stated under Section 5.1 of this Agreement, **the amount listed as the Contingent Funds will not be available and may not be used in program budgets attached to Appendix B of this Agreement without an approved budget modification by First 5 San Francisco.** Grantee further understands that no payment of any portion of this contingency amount will be made unless and until such funds are certified as available by First 5 San Francisco and the Controller's Office. Grantee agrees to fully comply with these laws, regulations, policies, and procedures.

**2c. Insurance. Article 10 Insurance** is hereby replaced in its entirety to read as follows:

**Article 10. Insurance.**

a. Without in any way limiting Contractor's liability pursuant to the "Indemnification" section of this Agreement, Contractor must maintain in force, during the full term of the Agreement, insurance in the following amounts and coverages:

- 1) Workers' Compensation, in statutory amounts, with Employers' Liability Limits not less than \$1,000,000 each accident, injury, or illness; and
- 2) Commercial General Liability Insurance with limits not less than \$1,000,000 each occurrence and \$2,000,000 general aggregate for Bodily Injury and Property

Damage, including Contractual Liability, Personal Injury, Products and Completed Operations; policy must include Abuse and Molestation coverage, and

3) Commercial Automobile Liability Insurance with limits not less than \$1,000,000 each occurrence, "Combined Single Limit" for Bodily Injury and Property Damage, including Owned, Non-Owned and Hired auto coverage, as applicable.

4) Fidelity Bond. Grantee shall maintain throughout the term of this contract, at its expense a blanket fidelity bond covering all officers and employees, including City as additional obligee or loss payee as its interests may appear.

a. All policies shall be endorsed to provide thirty (30) days' advance written notice to the City of cancellation for any reason, intended non-renewal, or reduction in coverages. Notices shall be sent to the City address set forth in the Section entitled "Notices to the Parties."

b. Should any of the required insurance be provided under a claims-made form, Contractor shall maintain such coverage continuously throughout the term of this Agreement and, without lapse, for a period of three years beyond the expiration of this Agreement, to the effect that, should occurrences during the contract term give rise to claims made after expiration of the Agreement, such claims shall be covered by such claims-made policies.

c. Should any required insurance lapse during the term of this Agreement, requests for payments originating after such lapse shall not be processed until the City receives satisfactory evidence of reinstated coverage as required by this Agreement, effective as of the lapse date. If insurance is not reinstated, the City may, at its sole option, terminate this Agreement effective on the date of such lapse of insurance.

d. Before commencing any Services, Contractor shall furnish to City certificates of insurance and additional insured policy endorsements with insurers with ratings comparable to A-, VIII or higher, that are authorized to do business in the State of California, and that are satisfactory to City, in form evidencing all coverages set forth above. Approval of the insurance by City shall not relieve or decrease Contractor's liability hereunder.

e. If Contractor will use any subcontractor(s) to provide Services, Contractor shall require the subcontractor(s) to provide all necessary insurance and to name the City and County of San Francisco, its officers, agents and employees and the Contractor as additional insureds.

**2d. Replacing "Earned Income Credit (EIC) Forms" Section with "Consideration of Criminal History in Hiring and Employment Decisions" Section.** Section 7.3 "Earned Income Credit (EIC) Forms" is hereby replaced in its entirety to read as follows:

### **7.3. Consideration of Criminal History in Hiring and Employment Decisions.**

a. Contractor agrees to comply fully with and be bound by all of the provisions of Chapter 12T "City Contractor/Subcontractor Consideration of Criminal History in Hiring and Employment Decisions," of the San Francisco Administrative Code (Chapter 12T), including the remedies provided, and implementing regulations, as may be amended from time to time. The provisions of Chapter 12T are incorporated by reference and made a part of this Agreement as though fully set forth herein. The text of the Chapter 12T is available on the web at [www.sfgov.org/olse/fco](http://www.sfgov.org/olse/fco). A partial listing of some of Contractor's obligations under Chapter 12T

is set forth in this Section. Contractor is required to comply with all of the applicable provisions of 12T, irrespective of the listing of obligations in this Section. Capitalized terms used in this Section and not defined in this Agreement shall have the meanings assigned to such terms in Chapter 12T.

b. The requirements of Chapter 12T shall only apply to a Contractor's or Subcontractor's operations to the extent those operations are in furtherance of the performance of this Agreement, shall apply only to applicants and employees who would be or are performing work in furtherance of this Agreement, shall apply only when the physical location of the employment or prospective employment of an individual is wholly or substantially within the City of San Francisco, and shall not apply when the application in a particular context would conflict with federal or state law or with a requirement of a government agency implementing federal or state law.

c. Contractor shall incorporate by reference in all subcontracts the provisions of Chapter 12T, and shall require all subcontractors to comply with such provisions. Contractor's failure to comply with the obligations in this subsection shall constitute a material breach of this Agreement.

d. Contractor or Subcontractor shall not inquire about, require disclosure of, or if such information is received, base an Adverse Action on an applicant's or potential applicant for employment's, or employee's: (1) Arrest not leading to a Conviction, unless the Arrest is undergoing an active pending criminal investigation or trial that has not yet been resolved; (2) participation in or completion of a diversion or a deferral of judgment program; (3) a Conviction that has been judicially dismissed, expunged, voided, invalidated, or otherwise rendered inoperative; (4) a Conviction or any other adjudication in the juvenile justice system; (5) a Conviction that is more than seven years old, from the date of sentencing; or (6) information pertaining to an offense other than a felony or misdemeanor, such as an infraction.

e. Contractor or Subcontractor shall not inquire about or require applicants, potential applicants for employment, or employees to disclose on any employment application the facts or details of any conviction history, unresolved arrest, or any matter identified in subsection 7.3(d), above. Contractor or Subcontractor shall not require such disclosure or make such inquiry until either after the first live interview with the person, or after a conditional offer of employment.

f. Contractor or Subcontractor shall state in all solicitations or advertisements for employees that are reasonably likely to reach persons who are reasonably likely to seek employment to be performed under this Agreement, that the Contractor or Subcontractor will consider for employment qualified applicants with criminal histories in a manner consistent with the requirements of Chapter 12T.

g. Contractor and Subcontractors shall post the notice prepared by the Office of Labor Standards Enforcement (OLSE), available on OLSE's website, in a conspicuous place at every workplace, job site, or other location under the Contractor or Subcontractor's control at which work is being done or will be done in furtherance of the performance of this Agreement.

The notice shall be posted in English, Spanish, Chinese, and any language spoken by at least 5% of the employees at the workplace, job site, or other location at which it is posted.

h. Contractor understands and agrees that if it fails to comply with the requirements of Chapter 12T, the City shall have the right to pursue any rights or remedies available under Chapter 12T, including but not limited to, a penalty of \$50 for a second violation and \$100 for a subsequent violation for each employee, applicant or other person as to whom a violation occurred or continued, termination or suspension in whole or in part of this Agreement.

**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, Contractor and City have executed this Amendment as of the date first-referenced above.


**CITY**

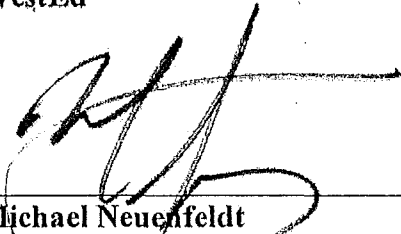
**CONTRACTOR**

Recommended by:

**First 5 San Francisco**

**WestEd**

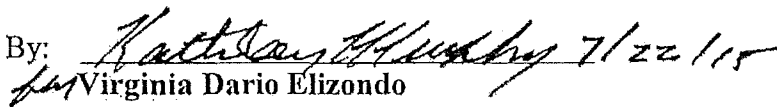
  
\_\_\_\_\_  
Laurel Kloomek  
Executive Director

  
\_\_\_\_\_  
Michael Neuenfeldt  
Director of Finance and Contracts

City vendor number: 90618

Approved as to Form:

Dennis J. Herrera  
City Attorney

By:  7/22/15  
\_\_\_\_\_  
Virginia Dario Elizondo  
Deputy City Attorney

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

**Third Amendment**

THIS AMENDMENT (this "Amendment") is made as of **May 28, 2014**, in San Francisco, California, by and between **WestEd** ("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, as amended by the:

First Amendment, dated **March 15, 2013**; and  
Second Amendment, dated **September 19, 2013**

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 FIFTY SIX THOUSAND SIX HUNDRED AND FIVE** Dollars (**\$756,605.00**) 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 **NINE HUNDRED SIXTY THREE THOUSAND FIVE HUNDRED FOURTEEN** Dollars (**\$963,514.00**) 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 FOUR HUNDRED EIGHTEEN THOUSAND AND TWENTY FIVE** Dollars (**\$1,418,025.00**) in the period from **JULY 1, 2013** to **JUNE 30, 2014**.

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**.

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 Improvement Services exceed **THREE MILLION TWO-HUNDRED AND SEVEN THOUSAND SEVEN-HUNDRED AND SEVENTEEN** Dollars (**\$3,207,717.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2015**, plus any Contingent Funds **authorized** by First 5 San Francisco and **certified** by the Commission of First 5 San Francisco and the Controller's Office.

In no event shall the amount of Grant Funds disbursed hereunder for Quality Rating Services exceed **TWO MILLION NINE-HUNDRED AND TWELVE THOUSAND FOUR-HUNDRED AND EIGHTY-FIVE** Dollars (**\$2,912,485.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2015**, plus any Contingent Funds **authorized** by First 5 San Francisco and **certified** by the Commission of First 5 San Francisco and the Controller's Office.

In no event shall the amount of Contingent Funds disbursed hereunder exceed **SIX-HUNDRED AND TWELVE THOUSAND AND TWENTY** Dollars (**\$612,020.00**) in the period from **JULY 1, 2014** to **JUNE 30, 2015**, **pending availability** of funding and **subject to authorization** by First 5 San Francisco and **certified** by the Commission of First 5 San Francisco and the Controller's Office.

The maximum amount of Grant Funds and Contingent Funds disbursed hereunder shall not exceed **SIX-MILLION SEVEN-HUNDRED THIRTY-TWO THOUSAND TWO-HUNDRED AND TWENTY-TWO** Dollars (**\$6,732,222.00**) in the period from **JULY 1, 2012** to **JUNE 30, 2015**.

Grantee understands that, of the maximum amount of funds stated under Section 5.1 of this Agreement, **the amount listed as the Contingent Funds will not be available and may not be used in program budgets attached to Appendix B of this Agreement without an approved budget modification by First 5 San Francisco**. Grantee further understands that no payment of any portion of this contingency amount will be made unless and until such funds are certified as available by First 5 San Francisco and the Controller's Office. Grantee agrees to fully comply with these laws, regulations, policies, and procedures.

**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.



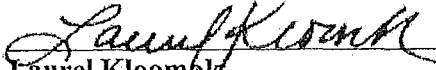
IN WITNESS WHEREOF, Grantee and City have executed this Amendment as of the date first referenced above.

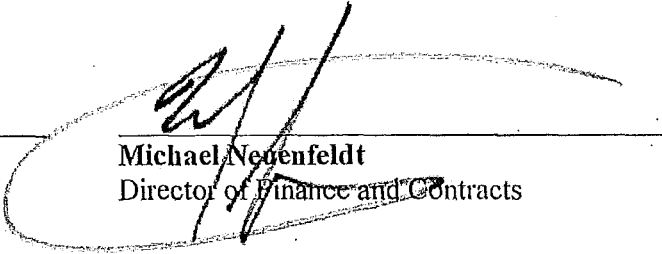
**CITY**

**GRANTEE**

Recommended by:

WestEd

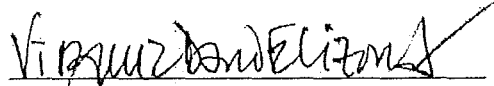
  
Laurel Kloombk  
Executive Director

  
Michael Negenfeldt  
Director of Finance and Contracts

Approved as to Form:

Dennis J. Herrera  
City Attorney

By:

  
Virginia Dario-Elizondo  
Deputy City Attorney

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

**Second Amendment**

THIS AMENDMENT (this "Amendment") is made as of **September 19, 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, as amended by the First Amendment dated **March 15, 2013**.

**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 **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**.

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 **SEVEN HUNDRED FIFTY SIX THOUSAND SIX HUNDRED AND FIVE** Dollars (**\$756,605.00**) 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 **NINE HUNDRED SIXTY THREE THOUSAND FIVE HUNDRED FOURTEEN** Dollars (**\$963,514.00**) 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 FOUR HUNDRED EIGHTEEN THOUSAND AND TWENTY FIVE** Dollars (**\$1,418,025.00**) in the period from **JULY 1, 2013** to **JUNE 30, 2014**.

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. Appendix B. Appendix B - Definition of Grant Plan** of the Agreement currently reads as follows:

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.

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

The term "Grant Plan" shall mean

See attached Original Scope Of Work and Revised Budget 2012-13 Budget as attached to the First Amendment and to include the attached new 2013-14 Scope of Work and Budget.

\*

**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.

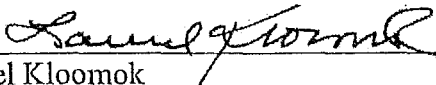
IN WITNESS WHEREOF, Grantee and City have executed this Amendment as of the date first referenced above.

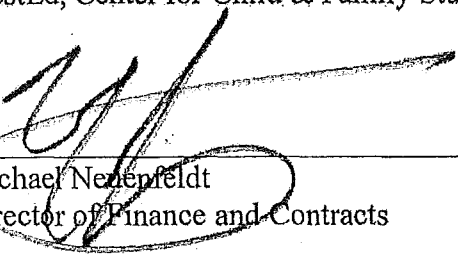
**CITY**

**GRANTEE**

Recommended by:

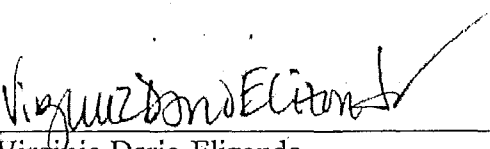
WestEd, Center for Child & Family Studies

  
\_\_\_\_\_  
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; Ramcy 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.						CMS Activity Set-up	
Performance Measures	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 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)						CMS Activity Set-up	
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
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. <i>Note: Trainings will involve the joint efforts of QIS and QRS particularly in Quarter 1.</i>	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	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. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	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. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	Print and electronic media materials

**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	Ariene R. Paxton	Co-program Director	0.054	\$7,017.00	\$5,911.47		\$12,928.47
Research Associate II	Marcia J. Walsh	QIS Coordinator	0.500	\$42,924.00	\$21,896.44		\$64,819.44
Program Associate I	Margaret L. Bartell	QIS Coach	0.500	\$36,419.00	\$18,407.60		\$54,826.60
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	Tamarra Bartell	QIS Coach	0.800	\$53,065.00	\$13,401.25		\$66,466.25
Specialist (Temp)	TSD	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	0.023	\$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. Khoshita	Fiscal Analyst	0.007	\$720.00			\$720.00
Program Assistant I	Matthew E. Gunnison	Administrative Support	0.000	\$0.00	\$2,592.89		\$2,592.89
Program Coordinator II	Susanna H. Camp	Data Analyst	0.064	\$3,748.00	\$3,157.29		\$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	38.4017% of regular employees' salaries plus leave and 14.7% for temporary employees	\$272,359.00	0.353886	\$96,384.00	\$40,302.81		\$136,686.81
<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 Monitors	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 F6: 8,823 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	\$5,073.69		\$17,115.69
Participant Resource Materials	200 participants @ \$168 each	\$33,600.00			\$33,600.00
Postage/Telephone	SF F5: 8,823 hrs x \$0.06 rate plus any additional postage costs CDE: 2,453 hrs x \$0.12 rate	\$2,295.00	\$284.35		\$2,579.35

VESTED, CENTER FOR CHILD AND FAMILY STUDIES - SF QUALITY CONNECTIONS - QUALITY IMPROVEMENT 5L  
 1012-13 BUDGET - CMS FORM 4

Printing/Graphics	SF F&: 6,623 hrs x \$0.09 rate plus any and additional printing costs CDE: 2,453 hrs x \$0.06	\$12,149.00	\$147.18		\$12,296.18
<b>TOTAL PROGRAM MATERIALS</b>		<b>\$61,286.00</b>			

**OTHER PROGRAM EXPENSES**

Expense	Calculations	Request	Other - Cash	Other - In-Kind	Total
Project Specific Direct Technology	SF F&: 6,623 hrs x \$4.75 rate CDE: 2,453 hrs x \$4.72 rate	\$31,459.00	\$11,578.68		\$43,037.68
Project Specific Direct Technology	SF F&: 6,623 hrs x \$0.28 rate CDE: 2,453 hrs x \$0.80 rate	\$1,722.00	\$1,816.98		\$3,538.98
Project Specific Program Support	SF F&: 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 - \$5,000; Second Half Activities - \$23,500; Additional Activities - \$59,000; 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	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 per Year 1. CDE: 5 Specialists 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>			

**ADMINISTRATIVE COSTS**

Cost Name	Calculations	Request	Other - Cash	Other - In-Kind	Total
Total Admin Costs	SF F&: (\$811,420 - \$93,600 - \$165,000) x 14.4% CDE: \$198,368.27 x 15.772%	\$79,620.00	\$31,285.33		\$110,905.33
<b>TOTAL ADMINISTRATIVE COSTS</b>		<b>\$79,620.00</b>			

**TOTAL BUDGET REQUESTED: \$891,040.00**

PERSONNEL	PERSONNEL NARRATIVE
<b>Title</b>	
Program Director II - 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.
Research 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	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 II	
Program Assistant I	
Program Associate I (Specialist / Temp)	
Sr. Program Associate II	
Research Associate II	Will provide training to QIS team and QFCCN advisors on DRDP IT, Preschool, Early Learning and Development Foundations, program guidelines, and curriculum frameworks.
Sr. Program Associate I	
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
<b>Benefit Name</b>	
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 0.393% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.226% EAP/Cafeteria at 0.082% Retirement at 14.768% Supplemental at 1.674% Staff Benefits/Related Costs at 0.124% Unemployment Tax at 0.510% FICA at 1.883%

PROFESSIONAL SERVICES	PROFESSIONAL SERVICES NARRATIVE
<b>Title</b>	
Family Child Care Peer Mentors	Incentives of an average of \$1,900 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 childcare providers to participate in SFQRS, ERS and other related training.

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 60 preschool teachers and family child care providers to participate in the 10 month program.

PROGRAM MATERIALS	PROGRAM MATERIALS NARRATIVE
<b>Expense</b>	
Supplies/Materials	Stationery, pens, writing tablets, markers, clips, notepads, flip charts and other training materials.
Participant Resource Materials	Materials needed for participants.
Postage/Telephona	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 \$11.26/quarter day. For local travel, per diem is as follows: breakfast-\$3, 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.

**Data Source and Reporting Instructions**

[Empty box for data source and reporting instructions]

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
30	0	0	0	30

[Add New Performance Measure](#)

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[Add New Service](#)

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07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
3	0	0	0	3

Performance Measure 2

Number of family child care providers served.

**Data Source and Reporting Instructions**

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07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
30	0	0	0	30

Performance Measure 3

Number of training hours provided.

**Data Source and Reporting Instructions**

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07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
50	50	60	50	210

Performance Measure 4

Number of coaching hours provided.

**Data Source and Reporting Instructions**

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07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
60	100	100	100	360

Performance Measure 5

Number of FCC providers receiving resources.

**Data Source and Reporting Instructions**

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07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
0	15	15	0	30

Performance Measure 6

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07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
50	15	0	0	65

**Performance Measure 4**

Number of coaching hours provided.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
220	360	380	360	1320

**Performance Measure 5**

Number of QIP's established.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
18	4	0	0	22

**Performance Measure 6**

Number of IT classrooms receiving tangible resources.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
0	11	11	0	22

Service

PITC Training for 3 cohorts of family child care providers

Needs Activity Setup?

Yes  No

**Performance Measure 1**

Number of PITC cohorts served.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
0	2	2	2	6

**Performance Measure 2**

Number of quarterly updates to print and electronic media which include:

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
1	1	1	1	4

Service:

Provide PITC coaching for 2 CSP classrooms.

Needs Activity Setup?

Yes  No

**Performance Measure 1**

Number of IT Classrooms served.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
18	4	0	0	22

**Performance Measure 2**

Number of administrators served.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
10	5	0	0	15

**Performance Measure 3**

Number of infant/toddler teachers served.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
1	1	1	1	4

Performance Measure 2

Number of SF QIS stateholder meetings attended.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
1	1	1	1	4

Performance Measure 3

Number of Quality Partner meetings.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
2	3	3	3	11

Performance Measure 4

Deliver QIS needs assessment report to funders and make a presentation.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
0	0	0	1	1

Service

Development and implementation of a plan to guide Quality Connections' activities: Needs Activity Setup?

Yes  No

Performance Measure 1

Number of community informational meetings convened to assist providers.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
25	25	43	25	118

**Performance Measure 4**

Number of FCC providers participating in PITC training.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
14	0	0	0	14

**Performance Measure 5**

Number of PITC training hours provided to center-based programs.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
50	50	50	50	200

**Performance Measure 6**

Number of center-based providers participating in PITC training.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
28	0	0	0	28

**Service**

Participate in SF-QRIS development meetings and SF-QRIS stakeholder meetings.

Needs Activity Setup?

Yes  No

**Performance Measure 1**

Number of Bay Area QRIS meetings.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
0	2	2	2	6

**Performance Measure 5** [delete](#)

Number of FCC providers served through CLASS training.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
0	25	25	25	75

[Add New Performance Measure](#)

**Service 1** [delete](#)

Provide access to additional TA resources (DRDP, CSEFEL, Learning Foundations)

Needs Activity Setup?

Yes  No

**Performance Measure 1** [delete](#)

Provide two DRDP training sessions with TA Providers to inform practice

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
0	1	1	0	2

**Performance Measure 2** [delete](#)

Number of attendees participating in DRDP training for TA providers.

**Data Source and Reporting Instructions**

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
0	40	40	0	80

**Performance Measure 3** [delete](#)

Number of PITC training hours provided to family child care providers.

**Data Source and Reporting Instructions**



Number of hours provided to FCCQN providers in the QN in the cohort t

**Data Source and Reporting Instructions**

[Empty reporting instructions box]

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
0	15	15	10	40

Add New Performance Measure

Service

Provide training on assessment tools (ERS, CLASS) and assessment process to FC

Needs Activity Setup?

Yes  No

Performance Measure 1

Number of training sessions in multiple languages on ERS (FCERS, ITERS)

**Data Source and Reporting Instructions**

[Empty reporting instructions box]

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
6	6	6	6	24

Performance Measure 2

Number of center-based providers served through ERS training.

**Data Source and Reporting Instructions**

[Empty reporting instructions box]

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
50	50	50	50	200

Performance Measure 3

Number of FCC providers served through ERS training

**Data Source and Reporting Instructions**

[Empty reporting instructions box]

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
50	50	75	50	225

Performance Measure 4

Number of training sessions in multiple languages on CLASS

**Data Source and Reporting Instructions**

QRIS Improvement Services FY13/14

Working 7/13 - 6/14

Program

Status Grant Term

Service

Provide on-site program improvement services to increase quality as measured by

Needs Activity Setup?

Yes  No

Performance Measure 1

Number of FCC providers who have scores of 3 and below (1st priority)

Data Source and Reporting Instructions

[Empty reporting instruction box]

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
50	14	0	0	64

Performance Measure 2

Number of QIP's entered into data system.

Data Source and Reporting Instructions

[Empty reporting instruction box]

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
50	14	0	0	64

Performance Measure 3

Number of hours provided to FCC for on-site coaching

Data Source and Reporting Instructions

[Empty reporting instruction box]

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
640	640	640	640	2560

Performance Measure 4

Number of FCCQN providers participating in cohort training to support d

Data Source and Reporting Instructions

[Empty reporting instruction box]

07/13-09/13	10/13-12/13	01/14-03/14	04/14-06/14	Total
0	20	20	20	60

Performance Measure 5

**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.
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-\$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.
Project Specific Direct Technology	Computer equipment for QIS Coaches, IT support and network/equipment costs.
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-\$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 1%.

WestEd PITC Coaching  
2014-2016 Budget Narrative

PERSONNEL	PERSONNEL NARRATIVE
<b>Title</b>	
Senior Program Associate II	Will oversee the project, collaborate with QRS Coordinator, oversee outreach, supervise QIS Coordinator, arrange training of coaches with content experts, and develop training materials
Program Associate II	Will supervise QIS coaches, collaborate with QRS Coordinator and QIPCCN Coordinator, assign programs to QIS coaches based on language needs and geography, conduct ERS and SFQRS training, and coach a limited number of providers
Coaches (Temp)	
Coaches (Temp)	
QIS Coach	
QIS Coach	Will provide PITC coaching to center-based programs and classroom teachers to increase the quality of the programs.
QIS Coach	
Program Coordinator II	Will support QIS Coordinator and Coaches on data submissions, data analysis, and report preparation, and QIS Website development.
Program Assistant	Provide program support to the QIS program including processing of participant support materials, support in data tracking, and preparation of training materials for distribution.

FRINGE BENEFITS	
<b>Benefit Name</b>	
Total Benefits	A blended rate is used in cell E22 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 0.393% 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 1.874% Staff Benefits/Related Costs at 0.131% Unemployment Tax at 0.510% FICA at 1.883%

PROFESSIONAL SERVICE	PROFESSIONAL SERVICES NARRATIVE
<b>Title</b>	
None	

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

PROGRAM MATERIALS	PROGRAM MATERIALS NARRATIVE
<b>Expense</b>	
Supplies/Materials	Stationary, pens, writing tablets, markers, clips, notepads, flip charts and other training materials.
Participant Support Costs	To support the implementation of Quality Improvement Plans for classrooms and programs.
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.
Participant Support Costs	To support the implementation of Quality Improvement Plans for FGC providers engaging in PITC training.
Postage/Telephone	General/bulk mailing and telecommunications costs.

OTHER PROGRAM EXPENSES					
Expense	Calculations	Request	Other Cash	Other In	Total
Project Specific Direct Technology	306 days x \$47.99 rate	\$14,685.00			\$14,685.00
Project Specific Direct Occupancy	306 days x \$13.50 rate	\$4,131.00			\$4,131.00
Project Specific Program Support	306 days x \$53.81 rate	\$16,466.00			\$16,466.00
Project Specific Travel	Coach Travel: 5 staff, 58 local trips @ \$22 per trip	\$9,580.00			\$9,580.00
Project Specific Direct Technology	72 days x \$45.05 rate	\$3,301.00			\$3,301.00
Project Specific Program Support	72 days x \$53.81 rate	\$3,874.00			\$3,874.00
Project Specific Travel	Coach Travel: 3 staff, 80 local trips @ \$35 per trip	\$6,400.00			\$6,400.00
<b>TOTAL OTHER PROGRAM EXPENSES</b>		<b>\$50,537.00</b>			
ADMINISTRATIVE COSTS					
Cost Name	Calculations	Request	Other Cash	Other In	Total
Total Admin Costs	\$283,865 x 14.03%	\$39,827.00			\$39,827.00
<b>TOTAL ADMINISTRATIVE COSTS</b>		<b>\$39,827.00</b>			
<b>TOTAL BUDGET REQUESTED:</b>		<b>\$323,692.00</b>			

Wasted PITE Coaching  
2014-15 BUDGET - CMS FORM 4

PERSONNEL							
Title	Name	Function	FTE (%)	Request	Other Cash	Other In	Total
Senior Program Associate II	Paxton, Arlene R	Co-program Director	2%	\$2,444.00			\$2,444.00
Program Associate II	Larraburo, Yudy	QIS Coordinator	22%	\$16,688.00			\$16,688.00
Coaches (Temp)	TBD	PITE Coaching	51%	\$54,720.00			\$54,720.00
Coaches (Temp)	TBD	PITE Cohorts	32%	\$34,680.00			\$34,680.00
QIS Coach	Crosley, Janelle L	QIS Coach	10%	\$7,084.00			\$7,084.00
QIS Coach	Chavarin, Joya L	QIS Coach	10%	\$8,785.00			\$8,785.00
QIS Coach	Bartlett, Margaret L	QIS Coach	10%	\$7,361.00			\$7,361.00
Program Coordinator II	Camp, Susanna H	Data Analyst	4%	\$2,611.00			\$2,611.00
Program Assistant	TBD	Program Support	27%	\$13,982.00			\$13,982.00
<b>TOTAL PERSONNEL</b>				<b>\$148,215.00</b>			<b>\$148,215.00</b>

FRINGE BENEFITS							
Benefit Name	Calculations	Salary	%	Request	Other Cash	Other In	Total
Total Benefits	38.4017% of regular employees' salaries plus leave and 14.7% for temporary employees	\$148,215.00	23.33%	\$34,678.00			\$34,678.00
<b>TOTAL FRINGE BENEFITS</b>				<b>\$34,678.00</b>			<b>\$34,678.00</b>

PROFESSIONAL SERVICES							
Title	Function	FTE (%)	Request	Other Cash	Other In	Total	
None			\$0.00			\$0.00	
<b>TOTAL PROFESSIONAL SERVICES</b>				<b>\$0.00</b>			<b>\$0.00</b>

SUBCONTRACTS							
Agency	Function	Calculation	Program Costs	Admin Costs	Request	Other Cash	Other In
None			\$0.00	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	Total		
Supplies/Materials	306 days x \$0.44 rate plus any additional training	\$3,885.00			\$3,885.00		
Participant Support Costs	Classroom support: 22 @ \$1,000 each	\$22,000.00			\$22,000.00		
Postage/Telephone	308 days x \$2.68 rate plus any additional postage costs	\$2,789.00			\$2,789.00		
Printing/Graphics	306 days x \$1.18 rate plus any and additional printing costs	\$2,361.00			\$2,361.00		
Participant Support Costs	FCC Support Materials: 30 @ \$300 each	\$9,000.00			\$9,000.00		
Postage/Telephone	\$500 for bulk shipping	\$500.00			\$500.00		
<b>TOTAL PROGRAM MATERIALS</b>				<b>\$40,535.00</b>			<b>\$40,535.00</b>

**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-\$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.
CSEFEL Training	(CSEFEL) includes program services, materials for training participants, and logistics for training.
Project Specific Direct Technology	Computer equipment for QIS Coaches, IT support and network/equipment costs.
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-\$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 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 1%.

WestEd PITC Coaching  
2013-2014 Budget Narrative

PERSONNEL	PERSONNEL NARRATIVE
<b>Title:</b>	
Senior Program Associate II	Will oversee the project, collaborate with QRS Coordinator, oversee outreach, supervise QIS Coordinator, arrange training of coaches with content experts, and develop training materials.
Program Associate II	Will supervise QIS coaches, collaborate with QRS Coordinator and QFCEN Coordinator, assign programs to QIS coaches based on language needs and geography, conduct ERS and SFQRS training, and coach a limited number of providers.
Coaches (Temp)	
Coaches (Temp)	
QIS Coach	
QIS Coach	Will provide PITC coaching to center-based programs and classroom teachers to increase the quality of the programs.
QIS Coach	
Program Coordinator II	Will support QIS Coordinator and Coaches on data submissions, data analysis, and report preparation, and QIS Website development.
Program Assistant	Provide program support to the QIS program including processing of participant support materials, support in data tracking, and preparation of training materials for distribution.

**FRINGE BENEFITS**

Benefit Name	
Total Benefits	A blended rate is used in cell E22 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 0.393% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.228% EAP/Cafeteria at 0.092% Retirement at 14.753% Supplemental at 1.674% Staff Benefits/Related Costs at 0.194% Unemployment Tax at 0.610% FICA at 1.883%

**PROFESSIONAL SERVICES** PROFESSIONAL SERVICES NARRATIVE

Title	
None	

**SUBCONTRACTS** SUBCONTRACTS NARRATIVE

Agency	
None	

**PROGRAM MATERIALS** PROGRAM MATERIALS NARRATIVE

Expense	
Supplies/Materials	Stationary, pens, writing tablets, markers, clips, notepads, flip charts and other training materials.
Participant Support Costs	To support the implementation of Quality Improvement Plans for classrooms and programs.
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.
Participant Support Costs	To support the implementation of Quality Improvement Plans for FCC providers engaging in PITC training.
Postage/Telephone	General/bulk mailing and telecommunications costs.



OTHER PROGRAM EXPENSES					
Expense	Calculations	Request	Other Cash	Other In	Total
Project Specific Direct Technology	306 days x \$47.89 rate	\$14,885.00			\$14,885.00
Project Specific Direct Occupancy	306 days x \$13.60 rate	\$4,131.00			\$4,131.00
Project Specific Program Support	306 days x \$53.81 rate	\$16,488.00			\$16,488.00
Project Specific Travel	Coach Travel: 5 staff, 88 local trips @ \$22 per trip	\$9,680.00			\$9,680.00
CSEFEL Training		\$73,000.00			\$73,000.00
Project Specific Direct Technology	72 days x \$45.85 rate	\$3,301.00			\$3,301.00
Project Specific Program Support	72 days x \$53.81 rate	\$3,874.00			\$3,874.00
Project Specific Travel	Coach Travel: 3 staff, 80 local trips @ \$35 per trip	\$8,400.00			\$8,400.00
<b>TOTAL OTHER PROGRAM EXPENSES</b>		<b>\$133,537.00</b>			
ADMINISTRATIVE COSTS					
Cost Name	Calculations	Request	Other Cash	Other In	Total
Total Admin Costs	\$283,885 x 14.03%	\$98,827.00			\$98,827.00
<b>TOTAL ADMINISTRATIVE COSTS</b>		<b>\$98,827.00</b>			
<b>TOTAL BUDGET REQUESTED:</b>		<b>\$396,692.00</b>			

WestEd PITC Coaching  
2013-14 BUDGET - CMS FORM 4

PERSONNEL							
Title	Name	Function	FTE (%)	Request	Other Cash	Other In	Total Salary
Senior Program Associate II	Paxton, Arlene R	Co-program Director	2%	\$2,444.00			\$2,444.00
Program Associate II	Larraburo, Yudy	QIS Coordinator	22%	\$18,888.00			\$18,888.00
Coaches (Temp)	TBD	PITC Coaching	51%	\$54,720.00			\$54,720.00
Coaches (Temp)	TBD	PITC Cohorts	32%	\$34,560.00			\$34,560.00
QIS Coach	Crossley, Janelle L	QIS Coach	10%	\$7,084.00			\$7,084.00
QIS Coach	Chavarin, Joya L	QIS Coach	10%	\$8,785.00			\$8,785.00
QIS Coach	Bartelt, Margaret L	QIS Coach	10%	\$7,381.00			\$7,381.00
Program Coordinator II	Camp, Susanna H	Data Analyst	4%	\$2,611.00			\$2,611.00
Program Assistant	TBD	Program Support	27%	\$13,982.00			\$13,982.00
<b>TOTAL PERSONNEL</b>				<b>\$148,215.00</b>			

FRINGE BENEFITS							
Benefit Name	Calculations	Salary	%	Request	Other Cash	Other In	Total
Total Benefits	36.4017% of regular employees' salaries plus leave and 14.7% for temporary employees	\$148,215.00	23.33%	\$34,578.00			\$34,578.00
<b>TOTAL FRINGE BENEFITS</b>				<b>\$34,578.00</b>			

PROFESSIONAL SERVICES							
Title	Function	FTE (%)	Request	Other Cash	Other In	Total	
None			\$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
None			\$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	Total		
Supplies/Materials	306 days x \$0.44 rate plus any additional training	\$3,885.00			\$3,885.00		
Participant Support Costs	Classroom support: 22 @ \$1,000 each	\$22,000.00			\$22,000.00		
Postage/Telephone	306 days x \$2.58 rate plus any additional postage costs	\$2,789.00			\$2,789.00		
Printing/Graphics	306 days x \$1.18 rate plus any and additional printing costs	\$2,361.00			\$2,361.00		
Participant Support Costs	FCC Support Materials: 30 @ \$300 each	\$9,000.00			\$9,000.00		
Postage/Telephone	\$500 for bulk shipping	\$500.00			\$500.00		
<b>TOTAL PROGRAM MATERIALS</b>				<b>\$40,535.00</b>			

## **New Appendix B**

OTHER PROGRAM EXPENSES	OTHER PROGRAM EXPENSES NARRATIVE
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-\$9, lunch-\$12, dinner-\$24. Other expenses include ground transportation (shuttles, taxis or trains), parking, tolls, and incidentals. Mileage is charged at CA's approved reimbursement rate.

ADMINISTRATIVE COSTS	ADMINISTRATIVE COSTS NARRATIVE
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.

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 call 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 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/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%

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 18 month program.

PROGRAM MATERIALS	PROGRAM MATERIALS NARRATIVE
<b>Expense</b>	
Supplies/Materials	Stationery, pens, writing tablets, markers, clips, notepads, flip charts and other training materials.
Classroom Resource Materials	Materials needed for participants.
Postage/Telephons	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.
Substance	Continental Breakfast and Lunch for attendees at 4 Seminars, approximately 40 attendees per event

OTHER PROGRAM EXPENSES					
Expense	Calculations	Request	Other Cash	Other In-Kind	Total
Object Specific Direct Technology	848 hrs x \$4.78 rate	\$4,061.00	\$0.00	\$0.00	\$4,061.00
Object Specific Direct Occupancy	848 hrs x \$1.03 rate	\$875.00	\$0.00	\$0.00	\$875.00
Object Specific Program Support	848 hrs x \$7.53 rate	\$6,393.00	\$0.00	\$0.00	\$6,393.00
Object Specific Travel	Coach travel: 3 coaches x 256 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	(8115,263 - \$10,868) x 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**

PERSONNEL							
Title	Name	Function	FTE (%)	Request	Other Cash	Other In-Kind	Total Salary
Sr. Program Associate II	Arlene R. Paxton	Co-program Director	4%	\$4,678.00	\$0.00	\$0.00	\$4,678.00
Program Associate II	Yudy Lamaburo Naranjo	QIS Coordinator	4%	\$3,057.00	\$0.00	\$0.00	\$3,057.00
Program Associate I	Joye Chavarin	QIS Coach	11%	\$9,787.00	\$0.00	\$0.00	\$9,787.00
Program Associate II	Laura Y. Cheng	QIS Coach	12%	\$6,825.00	\$0.00	\$0.00	\$6,825.00
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. Khoshita	Fiscal Analyst	1%	\$980.00	\$0.00	\$0.00	\$980.00
Program Coordinator II	Susanna H. Camp	Data Analyst	4%	\$2,489.00	\$0.00	\$0.00	\$2,489.00
<b>TOTAL PERSONNEL</b>				<b>\$36,486.00</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	\$169.80	\$0.00	\$0.00	\$169.80		
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	\$101.88	\$0.00	\$0.00	\$101.88		
Printing/Graphics	849 hrs x \$0.06 rate plus any additional training supplies/materials	\$50.94	\$0.00	\$0.00	\$50.94		
Subistence	180 participants @ \$30 each	\$5,400.00	\$0.00	\$0.00	\$5,400.00		
<b>TOTAL PROGRAM MATERIALS</b>			<b>\$25,122.00</b>				

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							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of PFA IT Classrooms Served			18	0	18	Enter number of PFA Infant Toddler classroom receiving coaching services from SF QI	Roster
Number of Administrators Served			10	1	10	Enter number of administrators informed about and/or participating in	Roster
Number of Infant/Toddler Teachers Served			54	0	54	Enter number of IT teachers served through onsite coaching.	Roster
Number of Coaching hours provided			300	360	660	Enter number of onsite coaching hours provided.	Coaching logs
Number of IT classrooms receiving tangible resources			18	0	18	Enter number of classrooms who are recipients of resource sharing.	Coaching expense logs
<b>Service: Community Seminars (4)</b>							CMS Activity Set-up
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	4	Enter number of seminars completed each quarter	Flyers
Number of administrators participating			5	5	10	Enter number of administrators participating	Rosters
Number of Teachers Participating			40	120	160	Enter number of teachers participating.	Sign in sheets
<b>Service: Onsite CLASS Training for Preschool for All Providers</b>							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of Seminars Provided			10	10	20	Enter number of onsite training provided each quarter	eventbrite
Number of administrators participating			10	10	20	Enter number of administrators participating	Sign in sheets
Number of Teachers participating			30	30	60	Enter number of teachers participating	



PERSONNEL	PERSONNEL NARRATIVE
<b>Title</b>	
Senior Research Associate I	Merge migration of review data to QRIS data base, Secure and train additional (CLASS assessors), 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	Data entry of additional assessments, process scheduling and reports for additional assessments.

FRINGE BENEFITS	FRINGE BENEFITS NARRATIVE
<b>Benefit Name</b>	
Total Benefits	A blended rate is used in cost 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 10.134% 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 14.763% 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
<b>Title</b>	
	0

SUBCONTRACTS	SUBCONTRACTS NARRATIVE
<b>Agency</b>	
	0

PROGRAM MATERIALS	PROGRAM MATERIALS NARRATIVE
<b>Expense</b>	
Supplies/Markets	Stationery, pens, writing tablets, markers, clips, notepads, flip charts and other training materials.
Postage/Telephone	General/bulk mailing and telecommunications costs.
Printing/Graphica	General office copying and printing of training materials as well as marketing materials.

OTHER PROGRAM EXPENSES	OTHER PROGRAM EXPENSES NARRATIVE
<b>Expense</b>	
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. Teacher/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	ADMINISTRATIVE COSTS NARRATIVE
<b>Cost Name</b>	
Total Admin Costs	Includes Board/Board support, Executive Director's Office, Resource Development, Communications, Contracts, and Accounting/Finance Services.

PERSONNEL							
Title	Name	Function	FTE (%)	Request	Other Cash	Other In-Kind	Total Salary
Senior Research Associate I	Lopez, Gabriela B	Quality Review Manager	25%	\$22,872.00	\$0.00	\$0.00	\$22,872.00
Research Associate I	Schalbe, Jocelyn A	Project Manager	20%	\$18,147.00	\$0.00	\$0.00	\$18,147.00
Program Assistant I	Biacchi, Alicia L	Quality Review Assistant	15%	\$7,862.00	\$0.00	\$0.00	\$7,862.00
<b>TOTAL PERSONNEL</b>				<b>\$48,881.00</b>			

FRINGE BENEFITS							
Benefit Name	Calculation	Salary	FTE (%)	Request	Other Cash	Other In-Kind	Total
Total Benefits	36.40 (7% of regular employees' salaries plus leave and 14.7% for temporary employees)	\$48,081.00	38.40 (11%)	\$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	
<b>TOTAL PROFESSIONAL SERVICES</b>				<b>\$0.00</b>			

SUBCONTRACTS							
Agency	Function	Calculation	Program Costs	Admin Costs	Request	Other Cash	Other In-Kind
					\$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	1,065.8 hrs x \$0.23 rate	\$246.00	\$0.00	\$0.00	\$246.00		
Postage/Telephone	1,065.8 hrs x \$1.36 rate	\$1,430.00	\$0.00	\$0.00	\$1,430.00		
Printing/Graphics	1,065.8 hrs x \$0.62 rate	\$661.00	\$0.00	\$0.00	\$661.00		
<b>TOTAL PROGRAM MATERIALS</b>				<b>\$2,336.00</b>			

OTHER PROGRAM EXPENSES							
Expense	Calculations	Request	Other Cash	Other In-Kind	Total		
Project Specific Direct Technology	1,065.8 hrs x \$6.00 rate	\$6,394.00	\$0.00	\$0.00	\$6,394.00		
Project Specific Direct Occupancy	1,065.8 hrs x \$7.15 rate	\$7,619.00	\$0.00	\$0.00	\$7,619.00		
Project Specific Program Support	1,065.8 hrs x \$6.63 rate	\$7,065.00	\$0.00	\$0.00	\$7,065.00		
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	(\$114,370) 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**

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							CMS Activity Set-up
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							CMS Activity Set-up
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							CMS Activity Set-up
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.							CMS Activity Set-up
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

FCCRS 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 FCCRS-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%. \$499,169 x 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 = \$21,894 x 13.67% = \$29,898 Full Year Operation: SF FIRST 5: (\$126,912 - \$4,500) x 13.67% = \$16,734 HAAS: \$209,895 x 13.67% = \$28,694

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 - \$68.96 x 6 assessors + \$60.28 shipping = \$481.96                  ITERS-R material - \$39.85 x 6 assessors + \$60.28 shipping = \$461.95                  ITERS-R Rating Scales - \$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 + \$45.28 shipping = \$422.88                  Pooled Costs: 145.6 hour units x \$0.2600 rate = \$38                  Full Year Operation:                  File folders - \$1 x 648 assessments = \$648                  File folders - \$1 x 85 alternate assessments = \$85                  Assessment rating sheet photocopies - \$0.20/page x 12 pgs x 648 assessments = \$1,516                  Inter-rater reliability assessment sheet photocopies - \$0.20/page x 12 pgs x 85 alternate assessments = \$150                  Assessor storage clipboards - \$21.33 x 6 assessors = \$128                  SF First 5 Pooled Costs: 636 hour units x \$0.1854 = \$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 648 providers = \$1,647                  Post-assessment packets - \$3 x 549 providers = \$1,647                  SF First 5 Pooled Costs: 636 hour units x \$0.6787 = \$471                  HAAS Pooled Costs: 2,593.6 hour units x \$0.9311 = \$2,337</p>
Printing/Graphics	<p>Printing/Graphics expenses include general office copying.</p> <p>Ramp-up:                  Pooled Costs: 145.6 hour units x \$0.8000 = \$87                  Full Year Operation:                  SF First 5 Pooled Costs: 636 hour units x \$0.4347 = \$233                  HAAS Pooled Costs: 2,593.6 hour units x \$0.4841 = \$1,123</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 \$5,0038 = \$42,778                  \$393 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 \$7,5281 = \$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 \$5.9875 = \$882                  Full Year Operation:                  SF First 5 Pooled Costs: 636 hour units x \$6.2531 = \$2,821                  HAAS Pooled Costs: 2,593.6 hour units x \$5.2828 = \$13,649</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: 636 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: 636 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:                  \$7,002 - 8,447 words into 3 languages.                  Full Year Operation:                  \$12,000 - 13,933 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 inter-rater reliability training with authorized trainers at the University of North Carolina - Chapel Hill and travel costs for 1 ECERS-R instrument anchor.</p>

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 \$6,031 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 - 365 sessions at \$1,127/session CLASS - 184 sessions at \$845/session Six assessors at \$23.15/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 16.134% Workers' Comp at 0.619% Life Insurance/ADD at 0.393% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.228% 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%
Total Benefits - General	Total Dental/Medical at 16.134% Workers' Comp at 0.619% Life Insurance/ADD at 0.393% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.225% 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%
<b>FRINGE BENEFITS</b>	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
<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>	

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 (575 x 7 assessors)		\$525.00			\$525.00
<b>TOTAL OTHER PROGRAM EXPENSES</b>		<b>\$20,025.00</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>

Supplies/Materials	see narrative	\$3,663.00	\$488.00	\$4,351.00
Postage/Telephone	see narrative	\$2,948.00	\$2,337.00	\$5,285.00
Printing/Graphics	see narrative	\$320.00	\$1,128.00	\$1,448.00
<b>TOTAL PROGRAM MATERIALS</b>		<b>\$3,129.00</b>	<b>\$3,953.00</b>	<b>\$12,088.00</b>

**OTHER PROGRAM EXPENSES**

Expense	Calculations	Request	Other - Cash	Other - In-Kind	Total
Project Specific Direct Technology - Assessments		\$42,186.00		\$593.00	\$42,785.00
Project Specific Direct Supervisory - Assessments		\$0.00			\$0.00
Project Specific Program Support - Assessments		\$64,320.00			\$64,320.00
Project Specific Direct Technology - General		\$3,649.00	\$13,649.00		\$17,298.00
Project Specific Direct Supervisory - General		\$8,701.00	\$12,936.00		\$21,637.00
Project Specific Program Support - General		\$6,115.00	\$18,526.00		\$24,641.00
Project Specific Translation	\$0.30/word	\$19,602.00			\$19,602.00
Project Specific Travel	Estimated at \$40/trip x #25 trips/year	\$25,000.00			\$25,000.00
RS ReAbility Training		\$9,000.00			\$9,000.00



PERSONNEL							
Title	Name	Function	FTE (%)	Request	Other - Cash	Other - In-Kind	Total Salary
Evaluation Director	Kerry L. Kriener-Aithen	Provide project oversight	0.090	\$1,856.00	\$8,750.00		\$10,606.00
Sr. Research Associate	Gabriela S. Lopez	Quality Review Manager	0.864	\$15,515.00	\$45,835.00		\$61,350.00
Project Manager	Jocelyn A. Schelbe	Project Manager	0.450	\$8,812.00	\$83,268.00		\$40,070.00
Research Assistant	Mih Chen	Translation	0.017	\$1,038.00	\$9.00		\$1,039.00
Quality Review Assistant	TBD	Quality Review	0.606	\$4,314.00	\$20,883.00		\$25,207.00
Project Coordinator	TBD	Project Coordinator	0.117	\$1,768.00	\$8,899.00		\$10,187.00
Program Quality Assessors (6)	TBD	Quality Assessor	4.800	\$287,454.00	\$0.00		\$287,454.00
<b>TOTAL PERSONNEL</b>				<b>\$318,740.00</b>	<b>\$117,135.00</b>		<b>\$435,865.00</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	\$104,897.00			\$104,897.00
Total Benefits - General	36.4% of regular employees' salaries plus leave	\$148,428.00	0.354019	\$11,391.00	\$42,640.00		\$54,031.00
<b>TOTAL FRINGE BENEFITS</b>				<b>\$116,288.00</b>	<b>\$42,640.00</b>		<b>\$158,928.00</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		

Service: Convene regular Rating Advisory Group meetings						CMS Activity Set-up	
Performance Measure	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
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 Measure	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
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. <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 and/or convened	2	1	2	1	6	Report on number of SF-QRIS Stakeholder Meetings attended and/or convened. <i>Note this will start as a funder initiated meeting and then over time Quality Connections will assume greater responsibility in convening and leading.</i>	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 Measure	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 presentations made to CPAC on the development of the SF-QRIS.	1	1	1	1	4	Report on number of CPAC presentations made. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	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

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

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 \$45/day or \$11.25/quarter day. For total travel, per diem is as follows: breakfast-\$3, 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

**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**

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

**See attached NEW Appendix B**

\*

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.

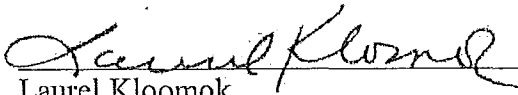
IN WITNESS WHEREOF, Grantee and City have executed this Amendment as of the date first referenced above.

**CITY**

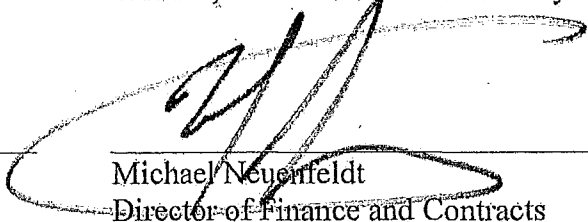
**GRANTEE**

Recommended by:

WestEd, Center for Child & Family Studies



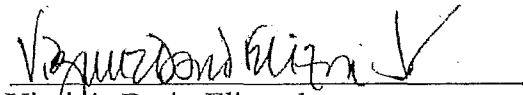
Laurel Kloomok  
Executive Director  
First 5 San Francisco



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

Agency: WestEd, Center for Child and Family Studies	Grant Year: 2012-2013
Project/Initiative: 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.							CMS Activity Set-up
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)							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Sources
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
<b>Service: Participation in SF-QRIS Development Meetings and SF-QRIS Stakeholder Meetings</b>							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
<b>Service: Development and implementation of a plan to guide Quality Connections' activities outreach and information activities for QRIS.</b>							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	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. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	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. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	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. Poola	Co-program Director	0.007	\$1,208.00	\$9,141.92		\$9,349.92
Sr. Program Associate II	Arlano 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	\$42,924.00	\$21,995.44		\$64,919.44
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	\$63,066.00	\$13,401.25		\$76,467.25
Program Assistant I	Yudy Laraburo Naranjo	QIS Coach	0.800	\$53,066.00	\$13,401.25		\$66,467.25
Program Associate I	Tamera Barrett	QIS Coach	0.800	\$58,065.00	\$13,401.25		\$71,466.25
Specialist (Temp)	TBD	QIS Coach	0.119	\$12,000.00	\$10,800.00		\$22,800.00
Sr. Program Associate II	Melinda Brookshire	Trainer	0.009	\$1,091.00			\$1,091.00
Research Associate II	Chevi 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	\$886.00			\$886.00
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	\$2,582.89		\$2,582.89
Program Coordinator II	Susanna H. Camp	Data Analyst	0.054	\$3,748.00	\$3,157.29		\$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	36.40% 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 F5: \$,623 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	\$6,073.59		\$17,115.59		
Participant Resource Materials	200 participants @ \$169 each	\$33,800.00			\$33,800.00		
Postage/Telephone	SF F5: \$,623 hrs x \$0.05 rate plus any additional postage costs CDE: 2,453 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: 6,623 hrs x \$0.03 rate plus any and additional printing costs CDE: 2,453 hrs x \$0.06	\$13,148.00	\$147.18		\$13,295.18
<b>TOTAL PROGRAM MATERIALS</b>		<b>\$31,266.00</b>			

**OTHER PROGRAM EXPENSES**

Expense	Calculations	Request	Other - Cash	Other - In-Kind	Total
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 \$7.33 rate	\$48,805.00	\$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.	\$93,500.00			\$93,500.00
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 in Year 1. CDE: 5 Specialists x 100 trips/yr x \$20/trip	\$23,705.00	\$10,900.00		\$33,705.00
<b>TOTAL OTHER PROGRAM EXPENSES</b>		<b>\$200,191.00</b>			

**ADMINISTRATIVE COSTS**

Cost Name	Calculations	Request	Other - Cash	Other - In-Kind	Total
Total Admin Costs	SF F5: (\$11,420 - \$83,500 - \$153,000) x 14.4% CDE: \$189,366.27 x 15.772%	\$79,620.00	\$31,286.33		\$110,906.33
<b>TOTAL ADMINISTRATIVE COSTS</b>		<b>\$79,620.00</b>			

**TOTAL BUDGET REQUESTED:**

**\$891,040.00**

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 QFCCN 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 E20 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 0.619% Life Insurance/ADL at 0.383% S.T.D. Insurance at 0.004% L.T.D. Insurance at 0.226% EAP/Cafeteria at 0.002% 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 19 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 80 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 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-\$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  
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	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 a
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 Source
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 Source
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. <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 and/or convened	2	1	2	1	6	Report on number of SF-QRIS Stakeholder Meetings attended and/or convened. <i>Note this will start as a funder initiated meeting and then over time Quality Connections will assume greater responsibility in convening and leading.</i>	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 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 presentations made to CPAC on the development of the SF-QRIS	1	1	1	1	4	Report on number of CPAC presentations made. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	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. Krieger-Althen	Provide project oversight	0.090	\$1,858.00	\$8,750.00		\$10,608.00
Sr. Research Associate	Gabriela S. Lopez	Quality Review Manager	0.684	\$16,616.00	\$45,825.00		\$62,441.00
Project Manager	Jocelyn A. Schalho	Project Manager	0.460	\$6,812.00	\$33,258.00		\$40,070.00
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 (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	38.4% of regular employees' salaries plus leave	\$287,454.00	0.384013	\$104,837.00			\$104,837.00
Total Benefits - General	38.4% of regular employees' salaries plus leave	\$148,429.00	0.384019	\$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
Note					\$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	\$3,603.00	\$468.00	\$4,071.00
Postage/Telephone	see narrative	\$8,946.00	\$2,387.00	\$11,333.00
Printing/Graphics	see narrative	\$820.00	\$1,126.00	\$1,946.00
<b>TOTAL PROGRAM MATERIALS</b>		<b>\$5,169.00</b>	<b>\$3,981.00</b>	<b>\$9,150.00</b>

**OTHER PROGRAM EXPENSES**

Expense	Calculations	Request	Other - Cash	Other - In-Kind	Total
Project Specific Direct Technology - Assessments		\$42,186.00		\$583.00	\$42,769.00
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		\$3,648.00	\$13,649.00		\$17,297.00
Project Specific Direct Occupancy - General		\$3,701.00	\$12,835.00		\$16,536.00
Project Specific Program Support - General		\$9,115.00	\$19,525.00		\$28,640.00
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

FCRS 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	\$625.00			\$625.00
<b>TOTAL OTHER PROGRAM EXPENSES</b>		<b>\$200,097.00</b>	<b>\$46,109.00</b>	<b>\$593.00</b>	<b>\$246,809.00</b>

**ADMINISTRATIVE COSTS**

Cost Name	Calculations	Request	Other - Cash	Other - In-Kind	Total
Total Admin Costs - Assessments	13.67% rate	\$68,239.00			\$68,239.00
Total Admin Costs - General	13.67% rate	\$18,740.00	\$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>

**TOTAL BUDGET REQUESTED: \$736,481.00 \$238,519.00 \$593.00 \$974,000.00**

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 \$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 internal 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 - 184 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
Benefit Name	
Total Benefits - Assessments	Total Dental/Medical at 18.134% Workers' Comp at 0.519% Life Insurance/ADD at 0.393% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.228% EAP/Cafeteria at 0.092% 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 0.393% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.228% EAP/Cafeteria at 0.092% Retirement at 14.753% Supplemental at 1.674% Staff Benefits/Related Costs at 0.134% Unemployment Tax at 0.610% FICA at 1.882%

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
Title	
Website Developer	The Website Developer will create a QR/QRS website for the project, to be accessed by Providers, QRS 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, paper, 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 = \$461.66                  ITERS-R material - \$66.95 x 6 assessors + \$60.26 shipping = \$461.66                  ITERS-R Rating Scale - \$21.95 + \$5 shipping x 6 assessors = \$161.70                  CLASS Manual PreK @ \$48.95 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 interrater assessments = \$66                  Assessment rating sheet photocopies - \$0.20/page x 12 pgs x 649 assessments = \$1,318                  Interrater reliability assessment rating sheet photocopies - \$0.20/page x 12 pgs x 66 interrater 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 \$0.4344 = \$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 = \$42,778                  \$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 \$5.6876 = \$828                  Full Year Operation:                  SF First 5 Pooled Costs: 536 hour units x \$5.2651 = \$2,821                  HAAS Pooled Costs: 2,593.6 hour units x \$5.2826 = \$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 = \$1,028                  Full Year Operation:                  SF First 5 Pooled Costs: 536 hour units x \$4,9907 = \$2,676                  HAAS Pooled Costs: 2,593.6 hour units x \$4,9879 = \$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 \$7,6281 = \$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 - 13,353 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 interrater reliability training with authorized trainers at the University of North Carolina - Chapel Hill and travel costs for ECERS-R instrument anchor.</p>

FCCRS 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 FCCRS-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%. $\$489,189 \times 13.67\% = \$66,829$
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.						CMS Activity Set-up	
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)						CMS Activity Set-up	
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Sources
Number of training sessions in multiple languages on ERS (FCCERS, ITERS, ECERS) and CLASS Tools	6	8	8	8	28	Report the number of trainings. Report quantitative information in comment section about efficacy of training sessions. <i>Note: Trainings will involve the joint efforts of QIS and QRS particularly in Quarter 1.</i>	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.						GMS Activity Set-up	
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Sources
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						GMS 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	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.						GMS 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. <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	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. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	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. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	Print and electronic media materials

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	Marcia J. Walsh	QIS Coordinator	0.500	\$42,524.00	\$21,696.44		\$64,220.44
Program Associate I	Margaret L. Bartelt	QIS Coach	0.500	\$38,419.00	\$18,407.60		\$56,826.60
Program Associate II	Laura Y. Cheng	QIS Coach	0.500	\$53,065.00	\$18,401.26		\$71,466.26
Program Assistant I	Yody Larraburo Naranjo	QIS Coach	0.500	\$58,065.00	\$18,401.26		\$76,466.26
Program Associate I	Tamara Barrett	QIS Coach	0.500	\$53,065.00	\$18,401.26		\$71,466.26
Specialist (Temp)	TBD	QIS Coach	0.118	\$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	0.023	\$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	Susanra H. Camp	Data Analyst	0.054	\$3,748.00	\$3,167.23		\$6,915.23
<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	0.363808	\$98,384.00	\$40,302.81		\$138,686.81
<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 F6: 6,823 hrs x \$0.01 rate plus any additional training supplies/materials ODE: 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 F6: 6,623 hrs x \$0.06 rate plus any additional postage costs ODE: 2,463 hrs x \$0.12 rate	\$2,295.00	\$204.96		\$2,500.00		

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 \$0.06	\$13,149.00	\$147.18		\$13,296.18
<b>TOTAL PROGRAM MATERIALS</b>		<b>\$61,286.00</b>			

**OTHER PROGRAM EXPENSES**

Expense	Calculations	Request	Other - Cash	Other - In-Kind	Total
Project Specific Direct Technology	SF F5: 8,823 hrs x \$4.76 rate CDE: 2,453 hrs x \$4.72 rate	\$31,459.00	\$11,678.16		\$43,137.16
Project Specific Direct Discrepancy	SF F5: 8,823 hrs x \$0.26 rate CDE: 2,453 hrs x \$0.68 rate	\$1,722.00	\$1,618.98		\$3,340.98
Project Specific Program Support	SF F5: 8,823 hrs x \$7.52 rate CDE: 2,453 hrs x \$7.53 rate	\$69,806.00	\$18,471.09		\$88,277.09
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>			

**ADMINISTRATIVE COSTS**

Cost Name	Calculations	Request	Other - Cash	Other - In-Kind	Total
Total Admin Costs	SF F5: (\$811,420 - \$99,500 - \$168,000) x 14.4% CDE: \$198,366.27 x 15.772%	\$79,620.00	\$91,286.33		\$110,906.33
<b>TOTAL ADMINISTRATIVE COSTS</b>		<b>\$79,620.00</b>			

**TOTAL BUDGET REQUESTED:**

**\$891,040.00**



**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 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 Assistant I	
Program Associate I	
Specialist (Temp)	
Sr. Program Associate II	
Research Associate II	Will provide training to QIS team and QFCCN advisors on DRDP II, Preschool, Early Learning and Development Foundations, program guidelines, and curriculum frameworks.
Sr. Program Associate I	
Sr. Program Associate I	
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 time sheets, 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% Worker's Comp at 0.518% Life Insurance/ADD at 0.393% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.226% EAP/Caterina 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 \$1,600 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 childcare 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 30 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 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 Success, 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 (PIA) 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/Databases
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/Databases
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. <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 and/or convened	2	1	2	1	6	Report on number of SF-QRIS Stakeholder Meetings attended and/or convened. <i>Note this will start as a funder initiated meeting and then over time Quality Connections will assume greater responsibility in convening and leading.</i>	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. <i>Note: this will involve the joint efforts of both QIS and QRS.</i>	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. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	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	Kary L. Kilaran-Althen	Provide project oversight	0.090	\$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		\$81,350.00
Project Manager	Jocelyn A. Schebe	Project Manager	0.450	\$8,812.00	\$33,258.00		\$40,070.00
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>\$318,746.00</b>	<b>\$117,135.00</b>		<b>\$435,881.00</b>

FRINGE BENEFITS							
Benefit Name	Calculations	Salary	%	Request	Other - Cash	Other - In-Kind	Total
Total Benefits - Assessments	30.4% of regular employees' salaries plus leave	\$287,454.00	0.264013	\$104,837.00			\$104,837.00
Total Benefits - General	36.4% 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	\$3,946.00	\$2,337.00	\$6,283.00
Printing/Graphics	see narrative	\$320.00	\$1,128.00	\$1,448.00
<b>TOTAL PROGRAM MATERIALS</b>		<b>\$8,119.00</b>	<b>\$3,951.00</b>	<b>\$12,070.00</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		\$3,649.00	\$13,649.00		\$17,298.00
Project Specific Direct Occupancy - General		\$3,701.00	\$12,888.00		\$16,589.00
Project Specific Program Support - General		\$5,116.00	\$19,525.00		\$24,641.00
Project Specific Translation	\$0.30/word	\$19,802.00			\$19,802.00
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



FOCRS Reliability Training		\$8,000.00			\$8,000.00
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	18.67% 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>\$235,519.00</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 \$6,051 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 - 355 sessions at \$1,127/session CLASS - 154 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 0.853% 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 0.853% 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%	
FRINGE BENEFITS		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, QRS 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 + \$65.29 shipping = \$422.69                  Pooled Costs: 145.6 hour units x \$0.2600 rate = \$38                  Full Year Operation:                  File folders - \$1 x 549 assessments = \$549                  File folders - \$1 x 65 interrater assessments = \$65                  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 65 interrater assessments = \$156                  Assessor storage clipboards - \$21.33 x 6 assessors = \$128                  SF First 5 Pooled Costs: 536 hour units x \$0.1684 = \$101                  HAAS Pooled Costs: 2,693.6 hour units x \$0.1682 = \$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 \$0.6787 = \$471                  HAAS Pooled Costs: 2,693.6 hour units x \$0.2011 = \$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: 2,693.6 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.</p> <p>Pooled Costs: 8,544 x \$5.0068 = \$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.</p> <p>Pooled Costs: 8,544 x \$7.5261 = \$64,320</p>
Project Specific Direct Technology - General	<p>Direct Technology includes Personal Computers, IT Support, Common Network, and Shared Equipment.</p> <p>Ramp-up:                  Pooled costs: 145.6 hour units x \$5.6875 = \$826                  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 = \$13,649</p>
Project Specific Direct Occupancy - General	<p>Direct Occupancy represents the rent and/or occupancy of project office space at a specific WestEd location.</p> <p>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.</p> <p>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: 2,693.6 hour units x \$7.5281 = \$19,825</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</p> <p>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>

FCCRS Reliability Training	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 1 FCCRS-R instrument anchor.
CLASS Reliability Training	Includes annual renewal of inter-rater reliability training for all assessors by authorized CLASS trainers.
ITERS Reliability Training	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 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 x 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 x 13.67% = \$71,306 Full Year Operations: SF FIRST 6: (\$128,912 - \$4,500) x 13.67% = \$16,734 HAAS: \$209,835 x 13.67% = \$28,684

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							CMS Activity Set-up
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							CMS Activity Set-up
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							CMS Activity Set-up
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.							CMS Activity Set-up
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%	\$10,147.00	\$0.00	\$0.00	\$10,147.00
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	
<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	\$245.00	\$0.00	\$0.00	\$245.00		
Postage/Telephones	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>\$2,345.00</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	\$8,594.00	\$0.00	\$0.00	\$8,594.00		
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 \$8.69 rate	\$9,265.00	\$0.00	\$0.00	\$9,265.00		
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	(\$114,870) 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	PERSONNEL NARRATIVE
<b>Title</b>	
Senior Research Associate I	Manage migration of review data to QRIS data base. Secure and train additional (CLASS assessors), 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	Data entry of additional assessments, process scheduling and reports for additional assessments.

FRINGE BENEFITS	FRINGE BENEFITS NARRATIVE
<b>Benefit Name</b>	
Total Benefits	A blended rate is used at 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 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 0.220% BAP/Cafeteria at 0.082% Retirement at 14.753% Supplemental at 1.674% State 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>	
	0

PROGRAM MATERIALS	PROGRAM MATERIALS NARRATIVE
<b>Expense</b>	
Supplies/Materials	Stationary, pens, writing tablets, markers, clips, notepads, flip charts and other training materials.
Postage/Telephone	General/bulk mailing and telecommunications costs.
Printing/Graphics	General office copying and printing of training materials as well as marketing materials.

OTHER PROGRAM EXPENSES	OTHER PROGRAM EXPENSES NARRATIVE
<b>Expense</b>	
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. Teachstone 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	ADMINISTRATIVE COSTS NARRATIVE
<b>Cost Name</b>	
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							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of PFA IT Classrooms Served			18	0	18	Enter number of PFA Infant Toddler classroom receiving coaching services from SF QI	Roster
Number of Administrators Served			10	1	10	Enter number of administrators informed about and/or participating in	Roster
Number of Infant/Toddler Teachers Served			54	0	54	Enter number of IT teachers served through onsite coaching.	Roster
Number of Coaching hours provided			300	360	660	Enter number of onsite coaching hours provided,	Coaching logs
Number of IT classrooms receiving tangible resources			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,							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of Seminars Provided			1	3	4	Enter number of seminars completed each quarter	Flyers
Number of administrators participating			5	5	10	Enter number of administrators participating	Rosters
Number of Teachers Participating			40	120	160	Enter number of teachers participating.	Sign In sheets
Service: Onsite CLASS Training for Preschool for All Providers							CMS Activity Set-up
Performance Measures	Q1	Q2	Q3	Q4	Annual	Reporting Instructions	Data Source
Number of Seminars Provided			10	10	20	Enter number of onsite training provided each quarter	eventbrite
Number of administrators participating			10	10	20	Enter number of administrators participating	Sign in sheets
Number of Teachers participating			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%	\$4,678.00	\$0.00	\$0.00	\$4,678.00
Program Associate II	Yudy Larraburo Naranjo	QIS Coordinator	4%	\$3,087.00	\$0.00	\$0.00	\$3,087.00
Program Associate I	Joya Chavala	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%	\$880.00	\$0.00	\$0.00	\$880.00
Program Coordinator II	Susanna H. Camp	Data Analyst	4%	\$2,499.00	\$0.00	\$0.00	\$2,499.00
<b>TOTAL PERSONNEL</b>				<b>\$36,286.00</b>			

FRINGE BENEFITS							
Benefit Name	Calculations	Salary	FTE (%)	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	Classroom 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 @ \$4,000 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/Graphica	849 hrs x \$0.06 rate plus any additional training supplies/materials	\$1,078.00	\$0.00	\$0.00	\$1,078.00		
Substance	180 participants @ \$30 each	\$4,800.00	\$0.00	\$0.00	\$4,800.00		
<b>TOTAL PROGRAM MATERIALS</b>			<b>\$26,422.00</b>				

OTHER PROGRAM EXPENSES					
Expense	Calculations	Request	Other Cash	Other In-Kind	Total
Project Specific Direct Technology	849 hrs x \$4.70 rate	\$4,081.00	\$0.00	\$0.00	\$4,081.00
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 \$7.93 rate	\$6,383.00	\$0.00	\$0.00	\$6,383.00
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	$(\$16,283 - \$10,888) \times 14.4\%$	\$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 QRIS 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 QRIS 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 cost E2B 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 0.518% Life Insurance/ADD at 0.393% S.T.D. Insurance at 0.084% L.T.D. Insurance at 0.228% 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 60 preschool teachers and family child care providers to participate in the 10 month program.

PROGRAM MATERIALS	PROGRAM MATERIALS NARRATIVE
<b>Expense:</b>	
Supplies/Materials	Stationery, 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 \$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.

**CITY AND COUNTY OF SAN FRANCISCO  
SAN FRANCISCO CHILDREN AND FAMILIES FIRST COMMISSION**

**GRANT AGREEMENT**

between

CITY AND COUNTY OF SAN FRANCISCO

and

**WESTED, CENTER FOR CHILD & FAMILY STUDIES**

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**THIS GRANT AGREEMENT** (this "Agreement") is made this JULY 12, 2012, in the City and County of San Francisco, State of California, by and **WESTED, CENTER FOR CHILD & FAMILY STUDIES** ("Grantee") and the **CITY AND COUNTY OF SAN FRANCISCO**, a municipal corporation ("City") acting by and through the Agency (as hereinafter defined),

**WITNESSETH:**

**WHEREAS**, Grantee has submitted to the Agency the Application Documents (as hereinafter defined) seeking a **QUALITY RATING AND IMPROVEMENT SERVICES** grant for the purpose of funding the matters set forth in the Grant Plan (as hereinafter defined); and summarized briefly as follows:

**WESTED, CENTER FOR CHILD & FAMILY STUDIES WILL PROVIDE CITYWIDE QUALITY RATING AND PROGRAM IMPROVEMENT SERVICES TO EARLY CARE AND EDUCATION PROVIDERS,** and

**WHEREAS**, City desires to provide such a grant on the terms and conditions set forth herein:

**NOW, THEREFORE**, in consideration of the premises and the mutual covenants contained in this Agreement and for other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged, the parties hereto agree as follows:

**ARTICLE 1  
DEFINITIONS**

**1.1 Specific Terms.** Unless the context otherwise requires, the following capitalized terms (whether singular or plural) shall have the meanings set forth below:

(a) "**ADA**" shall mean the Americans with Disabilities Act (including all rules and regulations thereunder) and all other applicable federal, state and local disability rights legislation, as the same may be amended, modified or supplemented from time to time.

(b) "**Agency**" shall mean **SAN FRANCISCO CHILDREN AND FAMILIES FIRST COMMISSION (DBA FIRST 5 SAN FRANCISCO)**.

(c) "**Application Documents**" shall mean collectively: (i) the grant application submitted by Grantee, including all exhibits, schedules, appendices and attachments thereto; (ii) all documents,

correspondence and other written materials submitted in respect of such grant application; and (iii) all amendments, modifications or supplements to any of the foregoing approved in writing by City.

(d) **“Budget”** shall mean either the budget attached hereto as part of Appendix B, if any, or the budget included in the Application Documents, to the extent expressly approved by the Agency.

(e) **“Charter”** shall mean the Charter of City.

(f) **“Controller”** shall mean the Controller of City.

(g) **“Eligible Expenses”** shall have the meaning set forth in Appendix A.

(h) **“Event of Default”** shall have the meaning set forth in Section 11.1.

(i) **“Fiscal Quarter”** shall mean each period of three (3) calendar months commencing on July 1, October 1, January 1 and April 1, respectively.

(j) **“Fiscal Year”** shall mean each period of twelve (12) calendar months commencing on July 1 and ending on June 30 during all or any portion of which this Agreement is in effect.

(k) **“Funding Request”** shall have the meaning set forth in Section 5.3(a).

(l) **“Grant Funds”** shall mean any and all funds allocated or disbursed to Grantee under this Agreement.

(m) **“Grant Plan”** shall have the meaning set forth in Appendix B

or

shall mean the plans, performances, events, exhibitions, acquisitions or other activities or matter described in the Application documents; provided, however, that in the event of any inconsistency in such description, the most recent of the conflicting documents shall govern.

(n) **“HRC”** shall mean the Human Rights Commission of City.

(o) **“Indemnified Parties”** shall mean: (i) City, including the Agency and all commissions, departments, agencies and other subdivisions of City; (ii) City's elected officials, directors, officers, employees, agents, successors and assigns; and (iii) all persons or entities acting on behalf of any of the foregoing.

(p) **“Losses”** shall mean any and all liabilities, obligations, losses, damages, penalties, claims, actions, suits, judgments, fees, expenses and costs of whatsoever kind and nature (including legal fees and expenses and costs of investigation, of prosecuting or defending any Loss described above) whether or not such Loss be founded or unfounded, of whatsoever kind and nature.

(q) **“Publication”** shall mean any report, article, educational material, handbook, brochure, pamphlet, press release, public service announcement, web page, audio or visual material or other communication for public dissemination, which relates to all or any portion of the Grant Plan or is paid for in whole or in part using Grant Funds.

**1.2 Additional Terms.** The terms “as directed,” “as required” or “as permitted” and similar terms shall refer to the direction, requirement, or permission of the Agency. The terms “sufficient,” “necessary” or “proper” and similar terms shall mean sufficient, necessary or proper in the sole judgment of the

Agency. The terms "approval," "acceptable" or "satisfactory" or similar terms shall mean approved by, or acceptable to, or satisfactory to the Agency. The terms "include," "included" or "including" and similar terms shall be deemed to be followed by the words "without limitation". The use of the term "subcontractor," "successor" or "assign" herein refers only to a subcontractor ("subgrantee"), successor or assign expressly permitted under Article 13.

**1.3 References to this Agreement.** References to this Agreement include: (a) any and all appendices, exhibits, schedules, attachments hereto; (b) any and all statutes, ordinances, regulations or other documents expressly incorporated by reference herein; and (c) any and all amendments, modifications or supplements hereto made in accordance with Section 17.2. References to articles, sections, subsections or appendices refer to articles, sections or subsections of or appendices to this Agreement, unless otherwise expressly stated. Terms such as "hereunder," herein or "hereto" refer to this Agreement as a whole.

## **ARTICLE 2 APPROPRIATION AND CERTIFICATION OF GRANT FUNDS; LIMITATIONS ON CITY'S OBLIGATIONS**

**2.1 Risk of Non-Appropriation of Grant Funds.** This Agreement is subject to the budget and fiscal provisions of the Charter. City shall have no obligation to make appropriations for this Agreement in lieu of appropriations for new or other agreements. Grantee acknowledges that City budget decisions are subject to the discretion of its Mayor and Board of Supervisors. Grantee also acknowledges that decisions regarding Proposition 10 Tobacco Tax funds are subject to the sole discretion of the Children and Families First Commission. Grantee assumes all risk of possible non-appropriation or non-certification of funds, and such assumption is part of the consideration for this Agreement.

**2.2 Certification of Controller; Guaranteed Maximum Costs.** No funds shall be available under this Agreement until prior written authorization certified by the Controller. In addition, as set forth in Section 21.10-1 of the San Francisco Administrative Code: City's obligations hereunder shall not at any time exceed the amount certified by the Controller for the purpose and period stated in such certification. Except as may be provided by City ordinances governing emergency conditions, City and its employees and officers are not authorized to request Grantee to perform services or to provide materials, equipment and supplies that would result in Grantee performing services or providing materials, equipment and supplies that are beyond the scope of the services, materials, equipment and supplies specified in this Agreement unless this Agreement is amended in writing and approved as required by law to authorize the additional services, materials, equipment or supplies. City is not required to pay Grantee for services, materials, equipment or supplies that are provided by Grantee which are beyond the scope of the services, materials, equipment and supplies agreed upon herein and which were not approved by a written amendment to this Agreement having been lawfully executed by City. City and its employees and officers are not authorized to offer or promise to Grantee additional funding for this Agreement which would exceed the maximum amount of funding provided for herein. Additional funding for this Agreement in excess of the maximum provided herein shall require lawful approval and certification by the Controller. City is not required to honor any offered or promised additional funding which exceeds the maximum provided in this Agreement which requires lawful approval and certification of the Controller when the lawful approval and certification by the Controller has not been obtained. The Controller is not authorized to make payments on any agreement for which funds have not been certified as available in the budget or by supplemental appropriation.

**2.3 Automatic Termination for Nonappropriation of Funds.** This Agreement shall automatically terminate, without penalty, liability or expense of any kind to City, at the end of any Fiscal Year if funds are not appropriated for the next succeeding Fiscal Year. If funds are appropriated for a portion of any Fiscal Year, this Agreement shall terminate, without penalty, liability or expense of any kind to City, at the end of such portion of the Fiscal Year.

**2.4 SUPERSEDURE OF CONFLICTING PROVISIONS.** IN THE EVENT OF ANY CONFLICT BETWEEN ANY OF THE PROVISIONS OF THIS ARTICLE 2 AND ANY OTHER PROVISION OF THIS AGREEMENT, THE APPLICATION DOCUMENTS OR ANY OTHER DOCUMENT OR COMMUNICATION RELATING TO THIS AGREEMENT, THE TERMS OF THIS ARTICLE 2 SHALL GOVERN.

### ARTICLE 3 TERM

**3.1 Effective Date.** This Agreement shall become effective when the Controller has certified to the availability of funds as set forth in Section 2.2 and the Agency has notified Grantee thereof in writing.

**3.2 Duration of Term.** The term of this Agreement shall commence on the later of (a) JULY 1, 2012 and (b) the effective date specified in Section 3.1. Such term shall end at 11:59 p.m. San Francisco time on JUNE 30, 2015.

### ARTICLE 4 IMPLEMENTATION OF GRANT PLAN

**4.1 Implementation of Grant Plan; Cooperation with Monitoring.** Grantee shall, in good faith and with diligence, implement the Grant Plan on the terms and conditions set forth in this Agreement and the Application Documents. Grantee shall not materially change the nature or scope of the Grant Plan during the term of this Agreement without the prior written consent of City. Grantee shall promptly comply with all standards, specifications and formats of City, as they may from time to time exist, related to evaluation, planning and monitoring of the Grant Plan and shall cooperate in good faith with City in any evaluation, planning or monitoring activities conducted or authorized by City.

**4.2 Grantee's Personnel.** The Grant Plan shall be implemented only by competent personnel under the direction and supervision of Grantee.

**4.3 Grantee's Board of Directors.** Grantee shall at all times be governed by a legally constituted and fiscally responsible board of directors. Such board of directors shall meet regularly and maintain appropriate membership, as established in Grantee's bylaws and other governing documents and shall adhere to applicable provisions of federal, state and local laws governing nonprofit corporations. Grantee's board of directors shall exercise such oversight responsibility with regard to this Agreement as is necessary to ensure full and prompt performance by Grantee of its obligations under this Agreement.

#### **4.4 Publications and Work Product.**

(a) Grantee understands and agrees that City has the right to review, approve, disapprove or conditionally approve, in its sole discretion, the work and property funded in whole or part with the Grant Funds, whether those elements are written, oral or in any other medium. Grantee has the burden of demonstrating to City that each element of work or property funded in whole or part with the Grant Funds is directly and integrally related to the Grant Plan as approved by City. City shall have the sole and final discretion to determine whether Grantee has met this burden.

(b) Without limiting the obligations of Grantee set forth in subsection (a) above, Grantee shall submit to City for City's prior written approval any Publication, and Grantee shall not disseminate any such Publication unless and until it receives City's consent. In addition, Grantee shall submit to City for approval, if City so requests, any other program material or form that Grantee uses or proposes to use in furtherance of the Grant Plan, and Grantee shall promptly provide to City one copy of all such materials or forms within two (2) days following City's request. The City's approval of any material hereunder shall not be deemed an endorsement of, or agreement with, the contents of such material, and the City



shall have no liability or responsibility for any such contents. The City reserves the right to disapprove any material covered by this section at any time, notwithstanding a prior approval by the City of such material. Grantee shall not charge for the use or distribution of any Publication funded all or in part with the Grant Funds, without first obtaining City's written consent, which City may give or withhold in its sole discretion.

(c) Grantee shall distribute any Publication solely within San Francisco, unless City otherwise gives its prior written consent, which City may give or withhold in its sole discretion. In addition, Grantee shall furnish any services funded in whole or part with the Grant Funds under this Agreement solely within San Francisco, unless City otherwise gives its prior written consent, which City may give or withhold in its sole discretion.

(d) City may disapprove any element of work or property funded in whole or part by the Grant Funds that City determines, in its sole discretion, has any of the following characteristics: is divisive or discriminatory; undermines the purpose of the Grant Plan; discourages otherwise qualified potential employees or volunteers or any clients from participating in activities covered under the Grant Plan; undermines the effective delivery of services to clients of Grantee; hinders the achievement of any other purpose of City in making the Grant under this Agreement; or violates any other provision of this Agreement or applicable law. If City disapproves any element of the Grant Plan as implemented, or requires any change to it, Grantee shall immediately eliminate the disapproved portions and make the required changes. If City disapproves any materials, activities or services provided by third parties, Grantee shall immediately cease using the materials and terminate the activities or services and shall, at City's request, require that Grantee obtain the return of materials from recipients or deliver such materials to City or destroy them.

(e) City has the right to monitor from time to time the administration by Grantee or any of its subcontractors of any programs or other work, including, without limitation, educational programs or trainings, funded in whole or part by the Grant Funds, to ensure that Grantee is performing such element of the Grant Plan, or causing such element of the Grant Plan to be performed, consistent with the terms and conditions of this Agreement.

(f) Grantee shall acknowledge City's funding under this Agreement in all Publications. Such acknowledgment shall conspicuously state that the activities are sponsored in whole or in part through a grant from the Agency. Except as set forth in this Section, Grantee shall not use the name of the Agency or City (as a reference to the municipal corporation as opposed to location) in any Publication without prior written approval of City.

**ARTICLE 5  
USE AND DISBURSEMENT OF GRANT FUNDS**

**5.1 Maximum Amount of Grant Funds.**

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.

**5.2 Use of Grant Funds.** Grantee shall use the Grant Funds only for Eligible Expenses as set forth in Appendix A and for no other purpose. Grantee shall expend the Grant Funds in accordance with the Budget, if any, and shall obtain the prior approval of City before transferring expenditures from one line item to another within the Budget.

**5.3 Disbursement Procedures.** Grant Funds shall be disbursed to Grantee as follows:

(a) Grantee shall submit to the Agency, in the manner specified for notices pursuant to Article 15, a document (a "Funding Request") substantially in the form attached as Appendix C. Any Funding Request that is submitted and is not approved by the Agency shall be returned by the Agency to Grantee with a brief statement of the reason for the Agency's rejection of such Funding Request. If any such rejection relates only to a portion of Eligible Expenses itemized in such Funding Request, the Agency shall have no obligation to disburse any Grant Funds for any other Eligible Expenses itemized in such Funding Request unless and until Grantee submits a Funding Request that is in all respects acceptable to the Agency.

(b) The Agency shall make all disbursements of Grant Funds pursuant to this Section by check payable to Grantee, sent via U.S. mail in accordance with Article 15, unless the Agency otherwise agrees in writing, in its sole discretion. The Agency shall make disbursements of Grant Funds no more than once during each month.

**5.4 Disallowance.** With respect to Grant Funds, if any, which are ultimately provided by the state or federal government, Grantee agrees that if Grantee claims or receives payment from City for an Eligible Expense, payment or reimbursement of which is later disallowed by the state or federal government, Grantee shall promptly refund the disallowed amount to City upon City's request. At its option, City may offset all or any portion of the disallowed amount against any other payment due to Grantee hereunder or under any other Agreement. Any such offset with respect to a portion of the disallowed amount shall not release Grantee from Grantee's obligation hereunder to refund the remainder of the disallowed amount.

**5.5 Advance of Funds.** Grantee shall be entitled to an advance payment in an amount not to exceed **1/6<sup>th</sup> of the total grant award for the current fiscal year.** These funds shall be deemed payable to the Grantee upon execution of this Agreement, certification by the Controller and receipt by Agency of a Funding Request. Any advance payment from Agency shall be returned in whole or in part, by Grantee upon request by Agency or at Agency's sole discretion deducted in whole or in part, by Agency from disbursements rendered to Grantee as described above. The Agency shall have the sole discretion to

determine the timing and amount of each such deduction, but in no event shall any advance payment remain outstanding after June 30, 2013.

**ARTICLE 6  
REPORTING REQUIREMENTS; AUDITS;  
PENALTIES FOR FALSE CLAIMS**

**6.1 Regular Reports.** Grantee shall provide, in a prompt and timely manner, financial, operational and other reports, as requested by the Agency, in form and substance satisfactory to the Agency. Such reports, including any copies, shall be submitted on recycled paper and printed on double-sided pages, to the maximum extent possible. The Grantee shall furnish the Agency with Quarterly Reports describing its activities under this Grant Agreement and a year-end report in a format to be determined by Agency. Quarterly reports will include, but are not limited to a description of those reports described in Appendix G. Quarterly reports must be received by the Agency by the following dates for the previous calendar quarter: Quarter 1 report due April 30th; Quarter 2 report due July 31; Quarter 3 report due October 31; and Quarter 4 report due January 31.

**6.2 Organizational Documents.** If requested by City, on or before the date of this Agreement, Grantee shall provide to City the names of its current officers and directors and certified copies of its Articles of Incorporation and Bylaws as well as satisfactory evidence of the valid nonprofit status described in Section 8.1.

**6.3 Notification of Defaults or Changes in Circumstances.** Grantee shall notify City immediately of (a) any Event of Default or event that, with the passage of time, would constitute an Event of Default; and (b) any change of circumstances that would cause any of the representations and warranties contained in Article 8 to be false or misleading at any time during the term of this Agreement.

**6.4 Financial Statements.** Within sixty (60) days following the end of each Fiscal Year, Grantee shall deliver to City an unaudited balance sheet and the related statement of income and cash flows for such Fiscal Year, all in reasonable detail acceptable to City, certified by an appropriate financial officer of Grantee as accurately presenting the financial position of Grantee. If requested by City, Grantee shall also deliver to City, no later than one hundred twenty (120) days following the end of any Fiscal Year, an audited balance sheet and the related statement of income and cash flows for such Fiscal Year, certified by a reputable accounting firm as accurately presenting the financial position of Grantee.

**6.5 Books and Records.** Grantee shall establish and maintain accurate files and records of all aspects of the Grant Plan and the matters funded in whole or in part with Grant Funds during the term of this Agreement. Without limiting the scope of the foregoing, Grantee shall establish and maintain accurate financial books and accounting records relating to Eligible Expenses incurred and Grant Funds received and expended under this Agreement, together with all invoices, documents, payrolls, time records and other data related to the matters covered by this Agreement, whether funded in whole or in part with Grant Funds. Grantee shall maintain all of the files, records, books, invoices, documents, payrolls and other data required to be maintained under this Section in a readily accessible location and condition for a period of not less than five (5) years after final payment under this Agreement or until any final audit has been fully completed, whichever is later.

**6.6 Inspection and Audit.** Grantee shall make available to City, its employees and authorized representatives, during regular business hours all of the files, records, books, invoices, documents, payrolls and other data required to be established and maintained by Grantee under Section 6.5. Grantee shall permit City, its employees and authorized representatives to inspect, audit, examine and make excerpts and transcripts from any of the foregoing. The rights of City pursuant to this Section shall

remain in effect so long as Grantee has the obligation to maintain such files, records, books, invoices, documents, payrolls and other data under this Article 6.

**6.7 Submitting False Claims; Monetary Penalties.** Pursuant to San Francisco Administrative Code §21.35, any contractor, subcontractor or consultant who submits a false claim shall be liable to the City for the statutory penalties set forth in that section. The text of Section 21.35, along with the entire San Francisco Administrative Code is available on the web at <http://www.municode.com/Library/clientCodePage.aspx?clientID=4201>. A contractor, subcontractor or consultant will be deemed to have submitted a false claim to the City if the contractor, subcontractor or consultant: (a) knowingly presents or causes to be presented to an officer or employee of the City a false claim or request for payment or approval; (b) knowingly makes, uses, or causes to be made or used a false record or statement to get a false claim paid or approved by the City; (c) conspires to defraud the City by getting a false claim allowed or paid by the City; (d) knowingly makes, uses, or causes to be made or used a false record or statement to conceal, avoid, or decrease an obligation to pay or transmit money or property to the City; or (e) is a beneficiary of an inadvertent submission of a false claim to the City, subsequently discovers the falsity of the claim, and fails to disclose the false claim to the City within a reasonable time after discovery of the false claim

**6.8 Ownership of Results.** Any interest of Grantee or any subgrantee, in drawings, plans, specifications, studies, reports, memoranda, computation sheets, the contents of computer diskettes, or other documents or Publications prepared by Grantee or any subgrantee in connection with this Agreement or the implementation of the Grant Plan or the services to be performed under this Agreement, shall become the property of and be promptly transmitted to City. Notwithstanding the foregoing, Grantee may retain and use copies for reference and as documentation of its experience and capabilities.

**6.9 Works for Hire.** If, in connection with this Agreement or the implementation of the Grant Plan, Grantee or any subgrantee creates artwork, copy, posters, billboards, photographs, videotapes, audiotapes, systems designs, software, reports, diagrams, surveys, source codes or any other original works of authorship or Publications, such creations shall be works for hire as defined under Title 17 of the United States Code, and all copyrights in such creations shall be the property of City. If it is ever determined that any such creations are not works for hire under applicable law, Grantee hereby assigns all copyrights thereto to City, and agrees to provide any material, execute such documents and take such other actions as may be necessary or desirable to effect such assignment. With the prior written approval of City, Grantee may retain and use copies of such creations for reference and as documentation of its experience and capabilities. Grantee shall obtain all releases, assignments or other agreements from subgrantees or other persons or entities implementing the Grant Plan to ensure that City obtains the rights set forth in this Article 6.

**6.10. Compliance with Monitoring: Fiscal Requirements, Performance Assessment, Program Management and Technical Assistance.**

- (a) Through its Board of Directors, the Grantee shall, as determined by Agency, adopt and comply with all standards, specifications and formats related to project evaluation and planning, including, but not limited to the provisions of individual participant information, project information, data statistics, monitoring reports and monthly and/or quarterly activities conducted or authorized by Agency. The Grantee shall maintain accurate and complete records, reports and statistics necessary for the services under this Agreement and to facilitate planning, monitoring, and evaluation by Agency. Appropriate safeguards as determined by Agency shall be established to protect the confidentiality of records and to minimize the possibility of theft, loss or destruction.

- (b) Grantee shall comply with performance and management assessments and related activities conducted and notified to Grantee by the Agency. Such activities which Grantee is required to attend include quarterly meetings and technical assistance workshops held by Agency.
- (c) Grantee agrees to maintain full and complete employee timesheets related to the services under this Agreement.
  - a. The Board of Directors of Grantee through staff, shall be responsible for the proper recording and expenditure of all funds received under the term of the Agreement.

**6.11. Online Requirements.** Grantee must utilize Agency's online Contract Management System (CMS) and/or subsequent systems to submit funding requests, monthly invoices and all reports. Agency will provide Grantee's executive director with a unique digital signature. The digital signature shall constitute the authorized signature required for all funding requests, invoices and reports from Grantee. The executive director of Grantee may authorize other employees to use his or her digital signature to submit the documents referenced in this Section 6.11. Grantee must take all actions necessary to maintain the security of the digital signature to prevent its unauthorized use. All CMS username/email addresses must add @first5sf.org to the Safe Senders List in their antis spam software settings. Agency will provide training and technical assistance to Grantee on how to use the online CMS and activate the digital signature. In order to access the online CMS, Grantee is required to acquire an internet connection with a valid email account with either one of the following browsers: Internet Explorer 6.0 or above or Mozilla Firefox 1.0 or above.

## ARTICLE 7 TAXES

**7.1 Grantee to Pay All Taxes.** Grantee shall pay to the appropriate governmental authority, as and when due, any and all taxes, fees, assessments or other governmental charges, including possessory interest taxes and California sales and use taxes, levied upon or in connection with this Agreement, the Grant Plan, the Grant Funds or any of the activities contemplated by this Agreement.

**7.2 Use of City Real Property.** If at any time this Agreement entitles Grantee to the possession, occupancy or use of City real property for private gain, the following provisions shall apply:

- (a) Grantee, on behalf of itself and any subgrantees, successors and assigns, recognizes and understands that this Agreement may create a possessory interest subject to property taxation and Grantee, and any subgrantee, successor or assign, may be subject to the payment of such taxes.

- (b) Grantee, on behalf of itself and any subgrantees, successors and assigns, further recognizes and understands that any assignment permitted hereunder and any exercise of any option to renew or other extension of this Agreement may constitute a change in ownership for purposes of property taxation and therefore may result in a revaluation of any possessory interest created hereunder. Grantee shall report any assignment or other transfer of any interest in this Agreement or any renewal or extension thereof to the County Assessor within sixty (60) days after such assignment, transfer, renewal or extension.

- (c) Grantee shall provide such other information as may be requested by City to enable City to comply with any reporting requirements under applicable law with respect to possessory interests.

**7.3. Earned Income Credit (EIC) Forms.** Administrative Code section 12O requires that employers provide their employees with IRS Form W-5 (The Earned Income Credit Advance Payment Certificate) and the IRS EIC Schedule, as set forth below. Employers can locate these forms at the IRS Office, on the Internet, or anywhere that Federal Tax Forms can be found.

(a) Grantee shall provide EIC Forms to each Eligible Employee at each of the following times: (i) within thirty (30) days following the date on which this Agreement becomes effective (unless Grantee has already provided such EIC Forms at least once during the calendar year in which such effective date falls); (ii) promptly after any Eligible Employee is hired by Grantee; and (iii) annually between January 1 and January 31 of each calendar year during the term of this Agreement.

(b) Failure to comply with any requirement contained in subparagraph (a) of this Section shall constitute a material breach by Grantee of the terms of this Agreement. If, within thirty (30) days after Grantee receives written notice of such a breach, Grantee fails to cure such breach or, if such breach cannot reasonably be cured within such period of thirty (30) days, Grantee fails to commence efforts to cure within such period or thereafter fails to diligently pursue such cure to completion, the City may pursue any rights or remedies available under this Agreement or under applicable law.

(c) Any Subcontract entered into by Grantee shall require the subgrantee to comply, as to the subgrantee's Eligible Employees, with each of the terms of this section.

(d) Capitalized terms used in this Section and not defined in this Agreement shall have the meanings assigned to such terms in Section 120 of the San Francisco Administrative Code.

## ARTICLE 8 REPRESENTATIONS AND WARRANTIES

Grantee represents and warrants each of the following as of the date of this Agreement and at all times throughout the term of this Agreement:

**8.1 Organization; Authorization.** Grantee is a Joint Power Authority authorized under California Government Code Section 6500. Grantee has duly authorized by all necessary action the execution, delivery and performance of this Agreement. Grantee has duly executed and delivered this Agreement and this Agreement constitutes a legal, valid and binding obligation of Grantee, enforceable against Grantee in accordance with the terms hereof.

**8.2 Location.** Grantee's operations, offices and headquarters are located at the address for notices set forth in Section 15. All aspects of the Grant Plan will be implemented at the geographic location(s), if any, specified in the Grant Plan.

**8.3 No Misstatements.** No document furnished or to be furnished by Grantee to City or City in connection with the Application Documents, this Agreement, any Funding Request or any other document relating to any of the foregoing, contains or will contain any untrue statement of material fact or omits or will omit a material fact necessary to make the statements contained therein not misleading, under the circumstances under which any such statement shall have been made.

### **8.4 Conflict of Interest.**

(a) Through its execution of this Agreement, Grantee acknowledges that it is familiar with the provision of Section 15.103 of the City's Charter, Article III, Chapter 2 of the City's Campaign and Governmental Conduct Code, and Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California, and certifies that it does not know of any facts which constitutes a violation of said provisions and agrees that it will immediately notify the City if it becomes aware of any such fact during the term of this Agreement.

(b) Not more than one member of an immediate family serves or will serve as an officer, director or employee of Grantee, without the prior written consent of City. For purposes of this subsection,

“immediate family” shall include husband, wife, domestic partners, brothers, sisters, children and parents (both legal parents and step-parents).

**8.5 No Other Agreements with City.** Except as expressly itemized in Appendix D, neither Grantee nor any of Grantee's affiliates, officers, directors or employees has any interest, however remote, in any other agreement with City including any commission, department or other subdivision thereof).

**8.6 Subcontracts.** Except as may be permitted under Section 13.3, Grantee has not entered into any agreement, arrangement or understanding with any other person or entity pursuant to which such person or entity will implement or assist in implementing all or any portion of the Grant Plan

**8.7 Eligibility to Receive Federal Funds.** By executing this Agreement, Grantee certifies that Grantee is not suspended, debarred or otherwise excluded from participation in federal assistance programs. Grantee acknowledges that this certification of eligibility to receive federal funds is a material term of the Agreement.

## ARTICLE 9 INDEMNIFICATION AND GENERAL LIABILITY

**9.1 Indemnification.** Grantee shall indemnify, protect, defend and hold harmless each of the Indemnified Parties from and against any and all Losses arising from, in connection with or caused by: (a) a material breach of this Agreement by Grantee; (b) a material breach of any representation or warranty of Grantee contained in this Agreement; (c) any personal injury caused, directly or indirectly, by any act or omission of Grantee or its employees, subgrantees or agents; (d) any property damage caused, directly or indirectly by any act or omission of Grantee or its employees, subgrantees or agents; (e) the use, misuse or failure of any equipment or facility used by Grantee, or by any of its employees, subgrantees or agents, regardless of whether such equipment or facility is furnished, rented or loaned to Grantee by an Indemnified Party; (f) any tax, fee, assessment or other charge for which Grantee is responsible under Article 7; or (g) any infringement of patent rights, copyright, trade secret or any other proprietary right or trademark of any person or entity in consequence of the use by any Indemnified Party of any goods or services furnished to such Indemnified Party in connection with this Agreement. Grantee's obligations under the immediately preceding sentence shall apply to any Loss that is caused in whole or in part by the active or passive negligence of any Indemnified Party, but shall exclude any Loss caused solely by the willful misconduct of the Indemnified Party. The foregoing indemnity shall include, without limitation, reasonable fees of attorneys, consultants and experts and related costs and City's costs of investigating any claims against the City.

**9.2 Duty to Defend; Notice of Loss.** Grantee acknowledges and agrees that its obligation to defend the Indemnified Parties under Section 9.1: (a) is an immediate obligation, independent of its other obligations hereunder; (b) applies to any Loss which actually or potentially falls within the scope of Section 9.1, regardless of whether the allegations asserted in connection with such Loss are or may be groundless, false or fraudulent; and (c) arises at the time the Loss is tendered to Grantee by the Indemnified Party and continues at all times thereafter. The Indemnified Party shall give Grantee prompt notice of any Loss under Section 9.1 and Grantee shall have the right to defend, settle and compromise any such Loss; provided, however, that the Indemnified Party shall have the right to retain its own counsel at the expense of Grantee if representation of such Indemnified Party by the counsel retained by Grantee would be inappropriate due to conflicts of interest between such Indemnified Party and Grantee. An Indemnified Party's failure to notify Grantee promptly of any Loss shall not relieve Grantee of any liability to such Indemnified Party pursuant to Section 9.1, unless such failure materially impairs Grantee's ability to defend such Loss. Grantee shall seek the Indemnified Party's prior written consent to settle or compromise any Loss if Grantee contends that such Indemnified Party shares in liability with respect thereto.

**9.3 Incidental and Consequential Damages.** Losses covered under this Article 9 shall include any and all incidental and consequential damages resulting in whole or in part from Grantee's acts or omissions. Nothing in this Agreement shall constitute a waiver or limitation of any rights that any Indemnified Party may have under applicable law with respect to such damages.

**9.4 LIMITATION ON LIABILITY OF CITY.** CITY'S OBLIGATIONS UNDER THIS AGREEMENT SHALL BE LIMITED TO THE AGGREGATE AMOUNT OF GRANT FUNDS ACTUALLY DISBURSED HEREUNDER. NOTWITHSTANDING ANY OTHER PROVISION CONTAINED IN THIS AGREEMENT, THE APPLICATION DOCUMENTS OR ANY OTHER DOCUMENT OR COMMUNICATION RELATING TO THIS AGREEMENT, IN NO EVENT SHALL CITY BE LIABLE, REGARDLESS OF WHETHER ANY CLAIM IS BASED ON CONTRACT OR TORT, FOR ANY SPECIAL, CONSEQUENTIAL, INDIRECT OR INCIDENTAL DAMAGES, INCLUDING LOST PROFITS, ARISING OUT OF OR IN CONNECTION WITH THIS AGREEMENT, THE GRANT FUNDS, THE GRANT PLAN OR ANY ACTIVITIES PERFORMED IN CONNECTION WITH THIS AGREEMENT.

## **ARTICLE 10 INSURANCE**

**10.1 Types and Amounts of Coverage.** Without limiting Grantee's liability pursuant to Article 9, Grantee shall maintain in force, during the full term of this Agreement, insurance in the following amounts and coverages:

(a) Workers' Compensation, in statutory amounts, with Employers' Liability Limits not less than one million dollars (\$1,000,000) each accident, injury, or illness.

(b) Commercial General Liability Insurance with limits not less than one million dollars (\$1,000,000) each occurrence Combined Single Limit for Bodily Injury and Property Damage, including Contractual Liability, Personal Injury, Products and Completed Operations.

(c) Commercial Automobile Liability Insurance with limits not less than one million dollars (\$1,000,000) each occurrence Combined Single Limit for Bodily Injury and Property Damage, including Owned, Non-Owned and Hired auto coverage, as applicable.

(d) Fidelity Bond. Grantee shall maintain throughout the term of this contract, at its expense a blanket fidelity bond covering all officers and employees, in an amount not less than 15% of the total contract amount, with any deductible not to exceed \$1,000 including City as additional obligee or loss payee as its interests may appear.

**10.2 Additional Requirements for General and Automobile Coverage.** Commercial General Liability and Commercial Automobile Liability insurance policies shall:

(a) Name as additional insured City and its officers, agents and employees.

(b) Provide that such policies are primary insurance to any other insurance available to the Additional Insureds, with respect to any claims arising out of this Agreement, and that insurance applies separately to each insured against whom claim is made or suit is brought, except with respect to limits of liability.

**10.3 Additional Requirements for All Policies.** All policies shall be endorsed to provide at least thirty (30) days' advance written notice to City of cancellation of policy for any reason, nonrenewal or reduction in coverage and specific notice mailed to City's address for notices pursuant to Article 15.



**10.4 Required Post-Expiration Coverage.** Should any of the insurance required hereunder be provided under a claims-made form, Grantee shall maintain such coverage continuously throughout the term of this Agreement and, without lapse, for a period of three (3) years beyond the expiration or termination of this Agreement, to the effect that, should occurrences during the term hereof give rise to claims made after expiration or termination of the Agreement, such claims shall be covered by such claims-made policies.

**10.5 General Annual Aggregate Limit/Inclusion of Claims Investigation or Legal Defense Costs.** Should any of the insurance required hereunder be provided under a form of coverage that includes a general annual aggregate limit or provides that claims investigation or legal defense costs be included in such general annual aggregate limit, such general annual aggregate limit shall be double the occurrence or claims limits specified above.

**10.6 Evidence of Insurance.** Before commencing any operations under this Agreement, Grantee shall furnish to City certificates of insurance, and additional insured policy endorsements, in form and with insurers satisfactory to City, evidencing all coverages set forth above, and shall furnish complete copies of policies promptly upon City's request. Before commencing any operations under this Agreement, Grantee shall furnish to City certificates of insurance and additional insured policy endorsements with insurers with ratings comparable to A-, VIII or higher, that are authorized to do business in the State of California, and that are satisfactory to City, in form evidencing all coverages set forth above. Failure to maintain insurance shall constitute a material breach of this Agreement.

**10.7 Effect of Approval.** Approval of any insurance by City shall not relieve or decrease the liability of Grantee hereunder.

**10.8 Insurance for Subcontractors and Evidence of this Insurance.** If a subcontractor will be used to complete any portion of this agreement, the grantee shall ensure that the subcontractor shall provide all necessary insurance and shall name the City and County of San Francisco, its officers, agents, and employees and the grantee listed as additional insureds.

## ARTICLE 11 EVENTS OF DEFAULT AND REMEDIES

**11.1 Events of Default.** The occurrence of any one or more of the following events shall constitute an "Event of Default" under this Agreement:

(a) **False Statement.** Any statement, representation or warranty contained in this Agreement, in the Application Documents, in any Funding Request or in any other document submitted to City under this Agreement is found by City to be false or misleading.

(b) **Failure to Provide Insurance.** Grantee fails to provide or maintain in effect any policy of insurance required in Article 10.

(c) **Failure to Comply with Applicable Laws.** Grantee fails to perform or breaches any of the terms or provisions of Article 16.

(d) **Failure to Perform Other Covenants.** Grantee fails to perform or breaches any other agreement or covenant of this Agreement to be performed or observed by Grantee as and when performance or observance is due and such failure or breach continues for a period of ten (10) days after the date on which such performance or observance is due.

(e) **Cross Default.** Grantee defaults under any other agreement between Grantee and City (after expiration of any grace period expressly stated in such agreement).

(f) **Voluntary Insolvency.** Grantee (i) is generally not paying its debts as they become due, (ii) files, or consents by answer or otherwise to the filing against it of, a petition for relief or reorganization or arrangement or any other petition in bankruptcy or for liquidation or to take advantage of any bankruptcy, insolvency or other debtors' relief law of any jurisdiction, (iii) makes an assignment for the benefit of its creditors, (iv) consents to the appointment of a custodian, receiver, trustee or other officer with similar powers of Grantee or of any substantial part of Grantee's property or (v) takes action for the purpose of any of the foregoing.

(g) **Involuntary Insolvency.** Without consent by Grantee, a court or government authority enters an order, and such order is not vacated within ten (10) days, (i) appointing a custodian, receiver, trustee or other officer with similar powers with respect to Grantee or with respect to any substantial part of Grantee's property, (ii) constituting an order for relief or approving a petition for relief or reorganization or arrangement or any other petition in bankruptcy or for liquidation or to take advantage of any bankruptcy, insolvency or other debtors' relief law of any jurisdiction or (iii) ordering the dissolution, winding-up or liquidation of Grantee.

**11.2 Remedies Upon Event of Default.** Upon and during the continuance of an Event of Default, City may do any of the following, individually or in combination with any other remedy:

(a) **Termination.** City may terminate this Agreement by giving a written termination notice to Grantee and, on the date specified in such notice, this Agreement shall terminate and all rights of Grantee hereunder shall be extinguished. In the event of such termination, Grantee will be paid for Eligible Expenses in any Funding Request that was submitted and approved by City prior to the date of termination specified in such notice.

(b) **Withholding of Grant Funds.** City may withhold all or any portion of Grant Funds not yet disbursed hereunder, regardless of whether Grantee has previously submitted a Funding Request or whether City has approved the disbursement of the Grant Funds requested in any Funding Request. Any Grant Funds withheld pursuant to this Section and subsequently disbursed to Grantee after cure of applicable Events of Default shall be disbursed without interest.

(c) **Offset.** City may offset against all or any portion of undisbursed Grant Funds hereunder or against any payments due to Grantee under any other agreement between Grantee and City the amount of any outstanding Loss incurred by any Indemnified Party, including any Loss incurred as a result of the Event of Default.

(d) **Return of Grant Funds.** City may demand the immediate return of any previously disbursed Grant Funds that have been claimed or expended by Grantee in breach of the terms of this Agreement, together with interest thereon from the date of disbursement at the maximum rate permitted under applicable law.

**11.3 Remedies Nonexclusive.** Each of the remedies provided for in this Agreement may be exercised individually or in combination with any other remedy available hereunder or under applicable laws, rules and regulations. The remedies contained herein are in addition to all other remedies available to City at law or in equity by statute or otherwise and the exercise of any such remedy shall not preclude or in any way be deemed to waive any other remedy.

**ARTICLE 12**  
**DISCLOSURE OF INFORMATION AND DOCUMENTS**

**12.1 Proprietary or Confidential Information of City.** Grantee understands and acknowledges that, in the performance of this Agreement or in contemplation thereof, Grantee may have access to private or confidential information that may be owned or controlled by City and that such information may contain proprietary or confidential information, the disclosure of which to third parties may be damaging to City. Grantee agrees that all information disclosed by City to Grantee shall be held in confidence and used only in the performance of this Agreement. Grantee shall exercise the same standard of care to protect such information as a reasonably prudent nonprofit entity would use to protect its own proprietary or confidential data.

**12.2 Sunshine Ordinance.** Grantee acknowledges and agrees that this Agreement and the Application Documents are subject to Section 67.24(e) of the San Francisco Administrative Code, which provides that contracts, including this Agreement, grantee's bids, responses to Requests for Proposals (RFPs) and all other records of communications between City and persons or entities seeking contracts, shall be open to inspection immediately after a contract has been awarded. Nothing in such Section 67.24(e) (as it exists on the date hereof) requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefit until and unless that person or organization is awarded the contract or benefit. All information provided by Grantee that is covered by such Section 67.24(e) (as it may be amended from time to time) will be made available to the public upon request.

**12.3 Financial Projections.** Pursuant to San Francisco Administrative Code Section 67.32, Grantee has on or before the date hereof provided to City financial projections, including profit and loss figures, for the Project. For the term of the Agreement, Grantee shall within 90 days after the end of **the Grantee's fiscal year** provide to City annual financial statements for the Project, as well as a single audit of Grantee's finances certified by the Grantee as complete and accurate and certified by an independent accounting firm. The Grantee acknowledges and agrees that the financial projections and audited financial statements shall be public records subject to disclosure upon request.

**ARTICLE 13**  
**ASSIGNMENTS AND SUBCONTRACTING**

**13.1 No Assignment by Grantee.** Grantee shall not, either directly or indirectly, assign, transfer, hypothecate, subcontract or delegate all or any portion of this Agreement or any rights, duties or obligations of Grantee hereunder without the prior written consent of City. This Agreement shall not, nor shall any interest herein, be assignable as to the interest of Grantee involuntarily or by operation of law without the prior written consent of City. A change of ownership or control of Grantee or a sale or transfer of substantially all of the assets of Grantee shall be deemed an assignment for purposes of this Agreement.

**13.2 Agreement Made in Violation of this Article.** Any agreement made in violation of Section 13.1 shall confer no rights on any person or entity and shall automatically be null and void.

**13.3 Subcontracting.** If Appendix E lists any permitted subgrantees, then notwithstanding any other provision of this Agreement to the contrary, Grantee shall have the right to subcontract on the terms set forth in this Section. If Appendix E is blank or specifies that there are no permitted subgrantees, then Grantee shall have no rights under this Section.

(a) **Limitations.** In no event shall Grantee subcontract or delegate the whole of the Grant Plan. Grantee may subcontract with any of the permitted subgrantees set forth on Appendix E without the prior consent of City; provided, however, that Grantee shall not thereby be relieved from any liability or

obligation under this Agreement and, as between City and Grantee, Grantee shall be responsible for the acts, defaults and omissions of any subgrantee or its agents or employees as fully as if they were the acts, defaults or omissions of Grantee. Grantee shall ensure that its subgrantees comply with all of the terms of this Agreement, insofar as they apply to the subcontracted portion of the Grant Plan. All references herein to duties and obligations of Grantee shall be deemed to pertain also to all subgrantees to the extent applicable. A default by any subgrantee shall be deemed to be an Event of Default hereunder. Nothing contained in this Agreement shall create any contractual relationship between any subgrantee and City.

(b) **Terms of Subcontract.** Each subcontract shall be in form and substance acceptable to City and shall expressly provide that it may be assigned to City without the prior consent of the subgrantee. In addition, each subcontract shall incorporate all of the terms of this Agreement, insofar as they apply to the subcontracted portion of the Grant Plan. Without limiting the scope of the foregoing, each subcontract shall provide City, with respect to the subgrantee, the audit and inspection rights set forth in Section 6.6. Upon the request of City, Grantee shall promptly furnish to City true and correct copies of each subcontract permitted hereunder.

**13.4 Grantee Retains Responsibility.** Grantee shall in all events remain liable for the performance by any assignee or subgrantee of all of the covenants terms and conditions contained in this Agreement.

## ARTICLE 14 INDEPENDENT CONTRACTOR STATUS

**14.1 Nature of Agreement.** Grantee shall be deemed at all times to be an independent contractor and is solely responsible for the manner in which Grantee implements the Grant Plan and uses the Grant Funds. Grantee shall at all times remain solely liable for the acts and omissions of Grantee, its officers and directors, employees and agents. Nothing in this Agreement shall be construed as creating a partnership, joint venture, employment or agency relationship between City and Grantee.

**14.2 Direction.** Any terms in this Agreement referring to direction or instruction from the Agency or City shall be construed as providing for direction as to policy and the result of Grantee's work only, and not as to the means by which such a result is obtained.

### **14.3 Consequences of Recharacterization.**

(a) Should City, in its discretion, or a relevant taxing authority such as the Internal Revenue Service or the State Employment Development Division, or both, determine that Grantee is an employee for purposes of collection of any employment taxes, the amounts payable under this Agreement shall be reduced by amounts equal to both the employee and employer portions of the tax due (and offsetting any credits for amounts already paid by Grantee which can be applied against this liability). City shall subsequently forward such amounts to the relevant taxing authority.

(b) Should a relevant taxing authority determine a liability for past services performed by Grantee for City, upon notification of such fact by City, Grantee shall promptly remit such amount due or arrange with City to have the amount due withheld from future payments to Grantee under this Agreement (again, offsetting any amounts already paid by Grantee which can be applied as a credit against such liability).

(c) A determination of employment status pursuant to either subsection (a) or (b) of this Section 14.3 shall be solely for the purposes of the particular tax in question, and for all other purposes of this Agreement, Grantee shall not be considered an employee of City. Notwithstanding the foregoing, if any court, arbitrator, or administrative authority determine that Grantee is an employee for any other purpose, Grantee agrees to a reduction in City's financial liability hereunder such that the aggregate amount of Grant Funds under this Agreement does not exceed what would have been the amount of such

Grant Funds had the court, arbitrator, or administrative authority had not determined that Grantee was an employee.

**ARTICLE 15  
NOTICES AND OTHER COMMUNICATIONS**

**15.1 Requirements.** Unless otherwise specifically provided herein, all notices, consents, directions, approvals, instructions, requests and other communications hereunder shall be in writing, shall be addressed to the person and address set forth below and shall be (a) deposited in the U.S. mail, first class, certified with return receipt requested and with appropriate postage, (b) hand delivered or (c) sent via facsimile (if a facsimile number is provided below):

If to the Agency or City:           **FIRST 5 SAN FRANCISCO  
1390 MARKET STREET, SUITE 318  
SAN FRANCISCO, CA 94102  
ATTN: LISA LEE**

If to Grantee:                           **WESTED, CENTER FOR CHILD & FAMILY STUDIES  
730 HARRISON STREET  
SAN FRANCISCO, CA 94107  
ATTN: MICHAEL J. NEUENFELDT**

**15.2 Effective Date.** All communications sent in accordance with Section 15.1 shall become effective on the date of receipt. Such date of receipt shall be determined by: (a) if mailed, the return receipt, completed by the U.S. postal service; (b) if sent via hand delivery, a receipt executed by a duly authorized agent of the party to whom the notice was sent; or (c) if sent via facsimile, the date of telephonic confirmation of receipt by a duly authorized agent of the party to whom the notice was sent or, if such confirmation is not reasonably practicable, the date indicated in the facsimile machine transmission report of the party giving such notice.

**15.3 Change of Address.** From time to time any party hereto may designate a new address for purposes of this Article 15 by notice to the other party.

**ARTICLE 16  
COMPLIANCE**

**16.1 Local Business Enterprise Utilization; Liquidated Damages.** LEFT BLANK BY AGREEMENT OF THE PARTIES.

**16.2 Nondiscrimination; Penalties.**

(a) **Grantee Shall Not Discriminate.** In the performance of this Agreement, Grantee agrees not to discriminate against any employee, City and County employee working with such grantee or subgrantee, applicant for employment with such grantee or subgrantee, or against any person seeking accommodations, advantages, facilities, privileges, services, or membership in all business, social, or other establishments or organizations, on the basis of the fact or perception of a person's race, color, creed, religion, national origin, ancestry, age, height, weight, sex, sexual orientation, gender identity, domestic partner status, marital status, disability or Acquired Immune Deficiency Syndrome or HIV status (AIDS/HIV status), or association with members of such protected classes, or in retaliation for opposition to discrimination against such classes.

(b) **Subcontracts.** Grantee shall incorporate by reference in all subcontracts the provisions of Sections 12B.2(a), 12B.2(c)-(k), and 12C.3 of the San Francisco Administrative Code and shall require all subgrantees to comply with such provisions. Grantee's failure to comply with the obligations in this subsection shall constitute a material breach of this Agreement.

(c) **Non-Discrimination in Benefits.** Grantee does not as of the date of this Agreement and will not during the term of this Agreement, in any of its operations in San Francisco or where the work is being performed for the City or elsewhere within the United States, discriminate in the provision of bereavement leave, family medical leave, health benefits, membership or membership discounts, moving expenses, pension and retirement benefits or travel benefits, as well as any benefits other than the benefits specified above, between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of such employees, where the domestic partnership has been registered with a governmental entity pursuant to state or local law authorizing such registration, subject to the conditions set forth in Section 12B.2(b) of the San Francisco Administrative Code.

(d) **Condition to Contract.** As a condition to this Agreement, Grantee shall execute the "Chapter 12B Declaration: Nondiscrimination in Contracts and Benefits" form (Form HRC-12B-101) with supporting documentation and secure the approval of the form by the San Francisco Human Rights Commission.

(e) **Incorporation of Administrative Code Provisions by Reference.** The provisions of Chapters 12B and 12C of the San Francisco Administrative Code are incorporated in this Section by reference and made a part of this Agreement as though fully set forth herein. Grantee shall comply fully with and be bound by all of the provisions that apply to this Agreement under such Chapters of the Administrative Code, including the remedies provided in such Chapters. Without limiting the foregoing, Grantee understands that pursuant to Sections 12B.2(h) and 12C.3(g) of the San Francisco Administrative Code, a penalty of fifty dollars (\$50) for each person for each calendar day during which such person was discriminated against in violation of the provisions of this Agreement may be assessed against Grantee and/or deducted from any payments due Grantee.

**16.3 MacBride Principles--Northern Ireland.** Pursuant to San Francisco Administrative Code Section 12F.5, City urges companies doing business in Northern Ireland to move towards resolving employment inequities, and encourages such companies to abide by the MacBride Principles. City urges San Francisco companies to do business with corporations that abide by the MacBride Principles. By signing below, the person executing this agreement on behalf of Grantee acknowledges and agrees that he or she has read and understood this section

**16.4 Tropical Hardwood and Virgin Redwood Ban.** Pursuant to § 804(b) of the San Francisco Environment Code, City urges all grantees not to import, purchase, obtain, or use for any purpose, any tropical hardwood, tropical hardwood wood product, virgin redwood or virgin redwood wood product.

**16.5 Drug-Free Workplace Policy.** Grantee acknowledges that pursuant to the Federal Drug-Free Workplace Act of 1989, the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited on City premises. Grantee and its employees, agents or assigns shall comply with all terms and provisions of such Act and the rules and regulations promulgated thereunder.

**16.6 Resource Conservation; Liquidated Damages.** If applicable, Chapter 5 of the San Francisco Environment Code (Resource Conservation) is incorporated herein by reference. Failure by Grantee to comply with any of the applicable requirements of Chapter 5 will be deemed a material breach of contract. If Grantee fails to comply in good faith with any of the provisions of Chapter 5, Grantee shall be liable for liquidated damages in an amount equal to Grantee's net profit under this Agreement, or five percent (5%) of the total contract amount, whichever is greater. Grantee acknowledges and agrees that

the liquidated damages assessed shall be payable to City upon demand and may be offset against any monies due to Grantee from any contract with City.

**16.7 Compliance with ADA.** Grantee acknowledges that, pursuant to the ADA, programs, services and other activities provided by a public entity to the public, whether directly or through a grantee or contractor, must be accessible to the disabled public. Grantee shall not discriminate against any person protected under the ADA in connection with all or any portion of the Grant Plan and shall comply at all times with the provisions of the ADA.

**16.8. Requiring Minimum Compensation for Employees.**

(a) Contractor agrees to comply fully with and be bound by all of the provisions of the Minimum Compensation Ordinance (MCO), as set forth in San Francisco Administrative Code Chapter 12P (Chapter 12P), including the remedies provided, and implementing guidelines and rules. The provisions of Sections 12P.5 and 12P.5.1 of Chapter 12P are incorporated herein by reference and made a part of this Agreement as though fully set forth. The text of the MCO is available on the web at [www.sfgov.org/olse/mco](http://www.sfgov.org/olse/mco). A partial listing of some of Contractor's obligations under the MCO is set forth in this Section. Contractor is required to comply with all the provisions of the MCO, irrespective of the listing of obligations in this Section.

(b) The MCO requires Contractor to pay Contractor's employees a minimum hourly gross compensation wage rate and to provide minimum compensated and uncompensated time off. The minimum wage rate may change from year to year and Contractor is obligated to keep informed of the then-current requirements. Any subcontract entered into by Contractor shall require the subcontractor to comply with the requirements of the MCO and shall contain contractual obligations substantially the same as those set forth in this Section. It is Contractor's obligation to ensure that any subcontractors of any tier under this Agreement comply with the requirements of the MCO. If any subcontractor under this Agreement fails to comply, City may pursue any of the remedies set forth in this Section against Contractor.

(c) Contractor shall not take adverse action or otherwise discriminate against an employee or other person for the exercise or attempted exercise of rights under the MCO. Such actions, if taken within 90 days of the exercise or attempted exercise of such rights, will be rebuttably presumed to be retaliation prohibited by the MCO.

(d) Contractor shall maintain employee and payroll records as required by the MCO. If Contractor fails to do so, it shall be presumed that the Contractor paid no more than the minimum wage required under State law.

(e) The City is authorized to inspect Contractor's job sites and conduct interviews with employees and conduct audits of Contractor

(f) Contractor's commitment to provide the Minimum Compensation is a material element of the City's consideration for this Agreement. The City in its sole discretion shall determine whether such a breach has occurred. The City and the public will suffer actual damage that will be impractical or extremely difficult to determine if the Contractor fails to comply with these requirements. Contractor agrees that the sums set forth in Section 12P.6.1 of the MCO as liquidated damages are not a penalty, but are reasonable estimates of the loss that the City and the public will incur for Contractor's noncompliance. The procedures governing the assessment of liquidated damages shall be those set forth in Section 12P.6.2 of Chapter 12P.

(g) Contractor understands and agrees that if it fails to comply with the requirements of the MCO, the City shall have the right to pursue any rights or remedies available under Chapter 12P

(including liquidated damages), under the terms of the contract, and under applicable law. If, within 30 days after receiving written notice of a breach of this Agreement for violating the MCO, Contractor fails to cure such breach or, if such breach cannot reasonably be cured within such period of 30 days, Contractor fails to commence efforts to cure within such period, or thereafter fails diligently to pursue such cure to completion, the City shall have the right to pursue any rights or remedies available under applicable law, including those set forth in Section 12P.6(c) of Chapter 12P. Each of these remedies shall be exercisable individually or in combination with any other rights or remedies available to the City.

(h) Contractor represents and warrants that it is not an entity that was set up, or is being used, for the purpose of evading the intent of the MCO.

(i) If Contractor is exempt from the MCO when this Agreement is executed because the cumulative amount of agreements with this department for the fiscal year is less than \$25,000, but Contractor later enters into an agreement or agreements that cause contractor to exceed that amount in a fiscal year, Contractor shall thereafter be required to comply with the MCO under this Agreement. This obligation arises on the effective date of the agreement that causes the cumulative amount of agreements between the Contractor and this department to exceed \$25,000 in the fiscal year.

**16.9 Limitations on Contributions.** Through execution of this Agreement, Contractor acknowledges that it is familiar with section 1.126 of the City's Campaign and Governmental Conduct Code, which prohibits any person who contracts with the City for the rendition of personal services, for the furnishing of any material, supplies or equipment, for the sale or lease of any land or building, or for a grant, loan or loan guarantee, from making any campaign contribution to (1) an individual holding a City elective office if the contract must be approved by the individual, a board on which that individual serves, or the board of a state agency on which an appointee of that individual serves, (2) a candidate for the office held by such individual, or (3) a committee controlled by such individual, at any time from the commencement of negotiations for the contract until the later of either the termination of negotiations for such contract or six months after the date the contract is approved. Contractor acknowledges that the foregoing restriction applies only if the contract or a combination or series of contracts approved by the same individual or board in a fiscal year have a total anticipated or actual value of \$50,000 or more. Contractor further acknowledges that the prohibition on contributions applies to each prospective party to the contract; each member of Contractor's board of directors; Contractor's chairperson, chief executive officer, chief financial officer and chief operating officer; any person with an ownership interest of more than 20 percent in Contractor; any subcontractor listed in the bid or contract; and any committee that is sponsored or controlled by Contractor. Additionally, Contractor acknowledges that Contractor must inform each of the persons described in the preceding sentence of the prohibitions contained in Section 1.126. Contractor further agrees to provide to City the names of each person, entity or committee described above.

#### **16.10 First Source Hiring Program.**

This section is left blank by mutual agreement of the parties.

**16.11 Prohibition on Political Activity with City Funds.** In accordance with S. F. Administrative Code Chapter 12.G, no funds appropriated by the City and County of San Francisco for this Agreement may be expended for organizing, creating, funding, participating in, supporting, or attempting to influence any political campaign for a candidate or for a ballot measure (collectively, "Political Activity"). The terms of San Francisco Administrative Code Chapter 12.G are incorporated herein by this reference. Accordingly, an employee working in any position funded under this Agreement shall not engage in any Political Activity during the work hours funded hereunder, nor shall any equipment or resource funded by this Agreement be used for any Political Activity. In the event Grantee, or any staff member in association with Grantee, engages in any Political Activity, then (i) Grantee shall keep and maintain appropriate records to evidence compliance with this section, and (ii) Grantee shall have the burden to



prove that no funding from this Agreement has been used for such Political Activity. Grantee agrees to cooperate with any audit by the City or its designee in order to ensure compliance with this section. In the event Grantee violates the provisions of this section, the City may, in addition to any other rights or remedies available hereunder, (i) terminate this Agreement and any other agreements between Grantee and City, (ii) prohibit Grantee from bidding on or receiving any new City contract for a period of two (2) years, and (iii) obtain reimbursement of all funds previously disbursed to Grantee under this Agreement.

**16.12 Preservative-treated Wood Containing Arsenic.** Grantee may not purchase preservative-treated wood products containing arsenic in the performance of this Agreement unless an exemption from the requirements of Chapter 13 of the San Francisco Environment Code is obtained from the Department of the Environment under Section 1304 of the Code. The term "preservative-treated wood containing arsenic" shall mean wood treated with a preservative that contains arsenic, elemental arsenic, or an arsenic copper combination, including, but not limited to, chromated copper arsenate preservative, ammoniacal copper zinc arsenate preservative, or ammoniacal copper arsenate preservative. Grantee may purchase preservative-treated wood products on the list of environmentally preferable alternatives prepared and adopted by the Department of the Environment. This provision does not preclude Grantee from purchasing preservative-treated wood containing arsenic for saltwater immersion. The term "saltwater immersion" shall mean a pressure-treated wood that is used for construction purposes or facilities that are partially or totally immersed in saltwater.

**16.13 Supervision of Minors.** Grantee, and any subgrantees, shall comply with California Penal Code section 11105.3 and request from the Department of Justice records of all convictions or any arrest pending adjudication involving the offenses specified in Welfare and Institution Code section 15660(a) of any person who applies for employment or volunteer position with Grantee, or any subgrantee, in which he or she would have supervisory or disciplinary power over a minor under his or her care. If Grantee, or any subgrantee, is providing services at a City park, playground, recreational center or beach (separately and collectively, "Recreational Site"), Grantee shall not hire, and shall prevent its subgrantees from hiring, any person for employment or volunteer position to provide those services if that person has been convicted of any offense that was listed in former Penal Code section 11105.3 (h)(1) or 11105.3(h)(3). If Grantee, or any of its subgrantees, hires an employee or volunteer to provide services to minors at any location other than a Recreational Site, and that employee or volunteer has been convicted of an offense specified in Penal Code section 11105.3(c), then Grantee shall comply, and cause its subgrantees to comply with that section and provide written notice to the parents or guardians of any minor who will be supervised or disciplined by the employee or volunteer not less than ten (10) days prior to the day the employee or volunteer begins his or her duties or tasks. Grantee shall provide, or cause its subgrantees to provide City with a copy of any such notice at the same time that it provides notice to any parent or guardian. Grantee shall expressly require any of its subgrantees with supervisory or disciplinary power over a minor to comply with this section of the Agreement as a condition of its contract with the subgrantee. Grantee acknowledges and agrees that failure by Grantee or any of its subgrantees to comply with any provision of this section of the Agreement shall constitute an Event of Default.

**16.14 Protection of Private Information.** Grantee has read and agrees to the terms set forth in San Francisco Administrative Code Sections 12M.2, "Nondisclosure of Private Information," and 12M.3, "Enforcement" of Administrative Code Chapter 12M, "Protection of Private Information," which are incorporated herein as if fully set forth. Grantee agrees that any failure of Grantee to comply with the requirements of Section 12M.2 of this Chapter shall be a material breach of the Agreement. In such an event, in addition to any other remedies available to it under equity or law, the City may terminate the Agreement, bring a false claim action against the Grantee pursuant to Chapter 6 or Chapter 21 of the Administrative Code, or debar the Grantee.

**16.15 Public Access to Meetings and Records.**

If the Grantee receives a cumulative total per year of at least \$250,000 in City funds or City-administered funds and is a non-profit organization as defined in Chapter 12L of the San Francisco Administrative Code, the Grantee shall comply with and be bound by all the applicable provisions of that Chapter; unless Grantee is required to comply with the Bagley Keene Act, then Grantee shall be bound by the Bagley Keene Act.

By executing this Agreement, the Grantee agrees to open its meetings and records to the public in the manner set forth in Sections 12L.4 and 12L.5 of the Administrative Code. The Grantee further agrees to make good-faith efforts to promote community membership on its Board of Directors in the manner set forth in Section 12L.6 of the Administrative Code. The Grantee acknowledges that its material failure to comply with any of the provisions of this paragraph shall constitute a material breach of this Agreement. The Grantee further acknowledges that such material breach of the Agreement shall be grounds for the City to terminate and/or not renew the Agreement, partially or in its entirety.

**16.16 Graffiti Removal.** Graffiti is detrimental to the health, safety and welfare of the community in that it promotes a perception in the community that the laws protecting public and private property can be disregarded with impunity. This perception fosters a sense of disrespect of the law that results in an increase in crime; degrades the community and leads to urban blight; is detrimental to property values, business opportunities and the enjoyment of life; is inconsistent with the City's property maintenance goals and aesthetic standards; and results in additional graffiti and in other properties becoming the target of graffiti unless it is quickly removed from public and private property. Graffiti results in visual pollution and is a public nuisance. Graffiti must be abated as quickly as possible to avoid detrimental impacts on the City and County and its residents, and to prevent the further spread of graffiti. Grantee shall remove all graffiti from any real property owned or leased by Grantee in the City and County of San Francisco within forty eight (48) hours of the earlier of Grantee's (a) discovery or notification of the graffiti or (b) receipt of notification of the graffiti from the Department of Public Works. This section is not intended to require a Grantee to breach any lease or other agreement that it may have concerning its use of the real property. The term "graffiti" means any inscription, word, figure, marking or design that is affixed, marked, etched, scratched, drawn or painted on any building, structure, fixture or other improvement, whether permanent or temporary, including by way of example only and without limitation, signs, banners, billboards and fencing surrounding construction sites, whether public or private, without the consent of the owner of the property or the owner's authorized agent, and which is visible from the public right-of-way. "Graffiti" shall not include: (1) any sign or banner that is authorized by, and in compliance with, the applicable requirements of the San Francisco Public Works Code, the San Francisco Planning Code or the San Francisco Building Code; or (2) any mural or other painting or marking on the property that is protected as a work of fine art under the California Art Preservation Act (California Civil Code Sections 987 et seq.) or as a work of visual art under the Federal Visual Artists Rights Act of 1990 (17 U.S.C. §§ 101 et seq.).

Any failure of Grantee to comply with this section of this Agreement shall constitute an Event of Default of this Agreement.

**16.17 Food Service Waste Reduction Requirements.** Effective June 1, 2007, Grantee agrees to comply fully with and be bound by all of the provisions of the Food Service Waste Reduction Ordinance, as set forth in San Francisco Environment Code Chapter 16, including the remedies provided, and implementing guidelines and rules. The provisions of Chapter 16 are incorporated herein by reference and made a part of this Agreement as though fully set forth. This provision is a material term of this Agreement. By entering into this Agreement, Grantee agrees that if it breaches this provision, City will suffer actual damages that will be impractical or extremely difficult to determine; further, Contractor agrees that the sum of one hundred dollars (\$100) liquidated damages for the first breach, two hundred dollars (\$200) liquidated damages for the second breach in the same year, and five hundred dollars (\$500) liquidated damages for subsequent breaches in the same year is reasonable estimate of the damage that City will incur based on the violation, established in light of the circumstances existing at the time this

Agreement was made. Such amount shall not be considered a penalty, but rather agreed monetary damages sustained by City because of Grantee's failure to comply with this provision.

**16.18 Slavery Era Disclosure.** LEFT BLANK BY AGREEMENT OF THE PARTIES.

**ARTICLE 17  
MISCELLANEOUS**

**17.1 No Waiver.** No waiver by the Agency or City of any default or breach of this Agreement shall be implied from any failure by the Agency or City to take action on account of such default if such default persists or is repeated. No express waiver by the Agency or City shall affect any default other than the default specified in the waiver and shall be operative only for the time and to the extent therein stated. Waivers by City or the Agency of any covenant, term or condition contained herein shall not be construed as a waiver of any subsequent breach of the same covenant, term or condition. The consent or approval by the Agency or City of any action requiring further consent or approval shall not be deemed to waive or render unnecessary the consent or approval to or of any subsequent similar act.

**17.2 Modification.** This Agreement may not be modified, nor may compliance with any of its terms be waived, except by written instrument executed and approved in the same manner as this Agreement.

**17.3 Administrative Remedy for Agreement Interpretation.** Should any question arise as to the meaning or intent of this Agreement, the question shall, prior to any other action or resort to any other legal remedy, be referred to the director or president, as the case may be, of the Agency who shall decide the true meaning and intent of the Agreement. Such decision shall be final and conclusive.

**17.4 Governing Law; Venue.** The formation, interpretation and performance of this Agreement shall be governed by the laws of the State of California, without regard to its conflict of laws principles. Venue for all litigation relative to the formation, interpretation and performance of this Agreement shall be in San Francisco.

**17.5 Headings.** All article and section headings and captions contained in this Agreement are for reference only and shall not be considered in construing this Agreement.

**17.6 Entire Agreement.** This Agreement and the Application Documents set forth the entire Agreement between the parties, and supersede all other oral or written provisions. If there is any conflict between the terms of this Agreement and the Application Documents, the terms of this Agreement shall govern. The following appendices are attached to and a part of this Agreement:

- Appendix A, Definition of Eligible Expenses
- Appendix B, Definition of Grant Plan
- Appendix C, Form of Funding Request
- Appendix D, Interests in Other City Contracts
- Appendix E, Permitted Subgrantees
- Appendix F, Tobacco Free Policy
- Appendix G, Program Activity Report Instruction Sheet
- Appendix H, Authorized Signature Form
- Appendix I, Insurance Waiver

**17.7 Certified Resolution of Signatory Authority.** Upon request of City, Grantee shall deliver to City a copy of the corporate resolution(s) authorizing the execution, delivery and performance of this Agreement, certified as true, accurate and complete by the secretary or assistant secretary of Grantee.

**17.8 Severability.** Should the application of any provision of this Agreement to any particular facts or circumstances be found by a court of competent jurisdiction to be invalid or unenforceable, then (a) the validity of other provisions of this Agreement shall not be affected or impaired thereby, and (b) such provision shall be enforced to the maximum extent possible so as to effect the intent of the parties and shall be reformed without further action by the parties to the extent necessary to make such provision valid and enforceable.

**17.9 Successors; No Third-Party Beneficiaries.** Subject to the terms of Article 13, the terms of this Agreement shall be binding upon, and inure to the benefit of, the parties hereto and their successors and assigns. Nothing in this Agreement, whether express or implied, shall be construed to give any person or entity (other than the parties hereto and their respective successors and assigns and, in the case of Article 9, the Indemnified Parties) any legal or equitable right, remedy or claim under or in respect of this Agreement or any covenants, conditions or provisions contained herein.

**17.10 Survival of Terms.** The obligations of Grantee and the terms of the following provisions of this Agreement shall survive and continue following expiration or termination of this Agreement:

Section 6.4	Financial Statements.	Article 12	Disclosure of Information and Documents
Section 6.5	Books and Records.		
Section 6.6	Inspection and Audit.	Section 13.4	Grantee Retains Responsibility.
Section 6.7	Submitting False Claims; Monetary Penalties	Section 14.3	Consequences of Recharacterization.
Section 6.8	Ownership of Results.		
Article 7	Taxes	This Article 17	Miscellaneous
Article 9	Indemnification and General Liability		
Section 10.4	Required Post-Expiration Coverage.		

**17.11 Further Assurances.** From and after the date of this Agreement, Grantee agrees to do such things, perform such acts, and make, execute, acknowledge and deliver such documents as may be reasonably necessary or proper and usual to complete the transactions contemplated by this Agreement and to carry out the purpose of this Agreement in accordance with this Agreement.

**17.12 Dispute Resolution Procedure.** LEFT BLANK BY AGREEMENT OF THE PARTIES.

**17.13 Cooperative Drafting.** This Agreement has been drafted through a cooperative effort of both parties, and both parties have had an opportunity to have the Agreement reviewed and revised by legal counsel. No party shall be considered the drafter of this Agreement, and no presumption or rule that an ambiguity shall be construed against the party drafting the clause shall apply to the interpretation or enforcement of this Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed as of the date first specified herein.

CITY

SAN FRANCISCO CHILDREN AND  
FAMILIES FIRST COMMISSION

By: 

Laurel Kloomok  
Executive Director

GRANTEE:

By signing this Agreement, I certify that I comply with the requirements of the Minimum Compensation Ordinance, which entitle Covered Employees to certain minimum hourly wages and compensated and uncompensated time off.

I have read and understood paragraph 16.3, the City's statement urging companies doing business in Northern Ireland to move towards resolving employment inequities, encouraging compliance with the MacBride Principles, and urging San Francisco companies to do business with corporations that abide by the MacBride

Principles.

WESTED, CENTER FOR CHILD & FAMILY  
STUDIES

By: 

Print Name: Michael Neuenfeldt

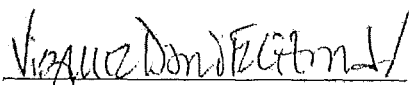
Title: Director of Finance and Contracts

Federal Tax ID #: 943233542

City Vendor Number: 90618

Approved as to Form:

Dennis J. Herrera  
City Attorney

By:   
Virginia Dario Elizondo  
Deputy City Attorney

## **Appendix A--Definition of Eligible Expenses**

The term "Eligible Expenses" shall mean expenses incurred and paid by Grantee during the term of this Agreement in implementing the terms of the Grant Plan.

### **All Eligible Expenses *must* be:**

- (a) paid by Grantee prior to the submission of the applicable Funding Request
- (b) direct out-of-pocket expenses incurred by Grantee or its officers, directors and employees;
- (c) operating (as opposed to capital) expenses;
- (d) within the scope of the applicable Budget line item; and
- (e) directly related to activities performed within the physical boundaries of the City and County of San Francisco, unless approved by First 5 San Francisco staff.
- (f) supportive of activities for children ages 0-5 and their families.

### **Eligible Expenses shall include:**

- (1) net salaries and wages
- (2) rent or related fees for equipment, performance or meeting halls or studios;
- (3) telephone charges, stationery and office supplies; and
- (4) advertising and publicity costs.

### **Eligible Expenses shall specifically exclude:**

- (1) fundraising expenses;
- (2) capital expenses;
- (3) any costs or expenses which are prohibited under the terms and conditions of any federal or state grant supplying all or any portion of the Grant Funds;
- (4) penalties, late charges or interest on any late payments;
- (5) taxes or other amounts withheld from wages or salaries which have not actually been paid by Grantee during the term of this Agreement or which relate to periods before or after the term of this Agreement;
- (6) accruals of paid time off (e.g., vacation time, sick time) for employees on grant budget; and
- (7) out of town personal or business-related costs or expenses related to meals, catering, transportation, lodging, unless approved in writing by Agency.

## **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.						CMS Activity Set-up	
Performance Measures	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 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)						CMS Activity Set-up	
Performance Measures	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. <i>Note: Trainings will involve the joint efforts of QIS and QRS particularly in Quarter 1.</i>	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	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. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	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. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	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	\$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	Marcia J. Walsh	QIS Coordinator	0.500	\$42,924.00	\$21,895.44		\$64,819.44
Program Associate I	Margaret L. Bartelt	QIS Coach	0.500	\$36,419.00	\$18,407.60		\$54,826.60
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	Tamarra Barrett	QIS Coach	0.800	\$53,065.00	\$13,401.25		\$66,466.25
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. Davls	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	Talla J. Leahy	Trainer	0.014	\$868.00			\$868.00
Program Associate I (Temp)	Janet P. Kinoshita	Fiscal 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	\$3,157.23		\$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	0.353886	\$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 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: 6,823 hrs x \$0.05 rate plus any additional postage costs CDE: 2,453 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: 6,823 hrs x \$0.03 rate plus any and additional printing costs CDE: 2,453 hrs x \$0.06	\$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: 6,823 hrs x \$4.75 rate CDE: 2,453 hrs x \$4.72 rate	\$31,459.00	\$11,578.16		\$43,037.16
Project Specific Direct Occupancy	SF F5: 6,823 hrs x \$0.28 rate CDE: 2,453 hrs x \$0.68 rate	\$1,722.00	\$1,618.98		\$3,340.98
Project Specific Program Support	SF F5: 6,823 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 - \$59,000; 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 nin Year 1. CDE: 5 Specialists 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 - \$165,000) x 14.4% CDE: \$198,366.27 x 16.772%	\$79,620.00	\$31,286.33		\$110,906.33
<b>TOTAL ADMINISTRATIVE COSTS</b>		<b>\$79,620.00</b>			
<b>TOTAL BUDGET REQUESTED:</b>		<b>\$891,040.00</b>			

WESTED, CENTER FOR CHILD AND FAMILY STUDIES - SF QUALITY CONNECTIONS - QUALITY IMPROVEMENT SERVICES  
2012-2013 Budget Narrative

PERSONNEL	PERSONNEL NARRATIVE
<b>Title</b>	
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 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	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 II	
Program Assistant I	
Program Associate I	
Specialist (Temp)	
Sr. Program Associate II	Will provide training to QIS team and QFCCN advisors on DRDP IT, Preschool, Early Learning and Development Foundations, program guidelines, and curriculum frameworks
Research Associate II	
Sr. Program Associate I	
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
<b>Benefit Name</b>	
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 0.393% 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 1.874% Staff Benefits/Related Costs at 0.134% Unemployment Tax at 0.510% FICA at 1.883%

PROFESSIONAL SERVICES	PROFESSIONAL SERVICES NARRATIVE
<b>Title</b>	
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 childcare providers to participate in SFQRS, ERS and other related training.

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 60 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.
Participant Resource Materials	Materials needed for participants.
Postage/Telephone	General/bulk mailing and telecommunications costs.



WESTED, CENTER FOR CHILD AND FAMILY STUDIES - SF QUALITY CONNECTIONS - QUALITY IMPROVEMENT SERVICES  
 2012-2013 Budget Narrative

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-\$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 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 - 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/Databases
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/Databases
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 Source
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 Source
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. <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 and/or convened	2	1	2	1	6	Report on number of SF-QRIS Stakeholder Meetings attended and/or convened. <i>Note this will start as a funder initiated meeting and then over time Quality Connections will assume greater responsibility in convening and leading.</i>	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 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 presentations made to CPAC on the development of the SF-QRIS.	1	1	1	1	4	Report on number of CPAC presentations made. <i>Note: this will involve the joint efforts of QIS and QRS.</i>	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

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

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	\$15,515.00	\$45,835.00		\$61,350.00
Project Manager	Jocelyn A. Schelbe	Project Manager	0.450	\$6,812.00	\$33,258.00		\$40,070.00
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 (8)	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	\$104,637.00			\$104,637.00
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>\$116,028.00</b>	<b>\$42,640.00</b>		<b>\$158,668.00</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		

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

Supplies/Materials	see narrative	\$3,863.00	\$488.00	\$4,351.00
Postage/Telephone	see narrative	\$3,946.00	\$2,337.00	\$6,283.00
Printing/Graphics	see narrative	\$320.00	\$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		\$42,185.00		\$593.00	\$42,185.00
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		\$3,649.00	\$13,649.00		\$17,298.00
Project Specific Direct Occupancy - General		\$3,701.00	\$12,935.00		\$16,636.00
Project Specific Program Support - General		\$6,115.00	\$19,525.00		\$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

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

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>



WESTED, CENTER FOR CHILD AND FAMILY STUDIES - QUALITY RATING SERVICES  
2012-2013 Budget Narrative

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 - 365 sessions at \$1,127/session CLASS - 184 sessions at \$845/session Six assessors at \$28,16/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 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%
<b>FRINGE BENEFITS</b>	The benefits rate is 36.4% 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
<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 = \$461.96                  ITERS-R material - \$66.95 x 6 assessors + \$60.26 shipping = \$481.96                  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 \$0.2600 rate = \$38                  Full Year Operation:                  File folders - \$1 x 549 assessments = \$549                  File folders - \$1 x 65 interrater assessments = \$65                  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 65 interrater assessments = \$156                  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 \$0.8787 = \$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**

Expense	
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 = \$42,778                  \$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 \$7.5281 = \$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 \$5.6875 = \$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 = \$13,649</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 = \$1,026                  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 = \$1,080                  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 \$7.5281 = \$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:                  \$7,602 - 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>

FCCRS 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 FCCERS-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%. $\$499,189 \times 13.67\% = \$68,239$
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 = $\$21,994 \times 13.67\% = \$3,006$ Full Year Operation: SF FIRST 6: $(\$126,912 - \$4,500) \times 13.67\% = \$16,734$ HAAS: $\$209,835 \times 13.67\% = \$28,684$

### **Appendix C--Form of Funding Request**

Grantee will use the online Contract Management System to submit funding requests. If the online Contract Management System is unavailable, request Agency approved forms to submit funding requests. Information submitted on paper forms may be required to be resubmitted via Contract Management System.

Grantee is responsible for retention of all payroll records, receipts, invoices, and other forms documenting expenses for which reimbursement is requested under this grant.

Grantee certifies that:

(a) The total amount of Grant Funds requested pursuant to this Funding Request will be used to pay Eligible Expenses, which Eligible Expenses are set forth on the attached budget form in Appendix B.

(b) After giving effect to the disbursement requested pursuant to this Funding Request, the Grant Funds disbursed as of the date of this disbursement will not exceed the maximum amount set forth in Section 5.1.

(c) The representations and warranties made in the Agreement are true and correct in all material respects as if made on the date hereof;

(d) No Event of Default has occurred and is continuing; and

(e) The undersigned is an officer of Grantee authorized to execute this Funding Request on behalf of Grantee.

**Appendix D--Interests In Other City Contracts**

City Department or Commission	Date of Contract	Amount of Contract
San Francisco Preschool for All Data Systems, First Five San Francisco	05/01/08-06/30/2012	\$805,000

**Appendix E--Permitted Subgrantees**

CHILDRENS COUNCIL OF SAN FRANCISCO

## Appendix F – San Francisco Children and Families Commission Tobacco Free Policy

### Section 1. Definitions.

As used in this Policy the term:

“City” shall mean the City and County of San Francisco.

“Commission” shall mean the San Francisco Children and Families Commission.

“Contract” shall mean an agreement for grants to be provided, or for goods or services to be purchased out of the San Francisco Children and Families Trust Fund under the control of the Commission and does not include property grants, agreements entered into pursuant to settlement of legal proceedings, or contracts for a cumulative amount of \$5,000 or less per vendor in each fiscal year.

“Contractor” or “Grantee” means any person or persons, firm, partnership, corporation, or combination thereof, who enters into a contract all or part of the funding of which comes from the San Francisco Children and Families Trust Fund.

“Director” shall mean the Executive Director of the San Francisco Children and Families Commission.

“Subcontract” shall mean an agreement to provide goods and/or services, including construction, labor, materials or equipment, to a grantee, if such goods or services are procured or used in the fulfillment of the grantee's obligations arising from a contract subject to this Policy.

“Subcontractor” or “Subgrantee” means any person or persons, firm, partnership, corporation or any combination thereof, who enters into a subcontract with a grantee. Such term shall include any person or entity who enters into an agreement with any subgrantee for the performance of 10 percent or more of any subcontract.

### Section 2. Tobacco-Free Policy

**(a) Policy** Every contract awarded by the Commission shall incorporate by reference and require grantee to comply with the provisions of this section. In addition, all grantees must include or incorporate by reference in all subcontracts and require subgrantees to comply with the requirements of this Policy; failure to do so shall constitute a material breach of contract.

In the performance of a contract, the grantee or subgrantee shall agree as follows:

**(1) Smoke-Free Workplaces**

The Grantee shall prohibit smoking in its offices, automobiles or at Grantee-sponsored events located in the City and County of San Francisco.

**(2) Tobacco Hazards Education and Smoking Cessation Referrals**

The Grantee shall make available to clients, employees and community members educational materials, provided by the Commission, on the health hazards of tobacco.

The Grantee shall make available to clients, employees and community members, at the Grantee's offices and service delivery and event sites, information provided by the Commission, regarding smoking cessation services.

**(3) Divestment**

The Grantee shall divest from any investment in companies that, at the time the Grantee responds to a solicitation of bids from the Commission, derive more than 15 percent of their revenues from tobacco products.

**(4) Disclosure of Tobacco Industry Funding**

The Grantee shall report annually to the Commission the receipt of any moneys from a person, persons, firm, partnership, corporation, or combination thereof that derives more than 15 percent of its revenue from the production or sales of tobacco products. The report shall include the name of the entity, the amount received, the percentage of the agency's total budget the amount represents, the purpose of the contribution, and any efforts made to obtain alternative funding.

**(b) Penalties**

- (1) Whenever the Director determines that a person or entity under contract with the Commission has violated any provision of the Tobacco-Free Policy described in section, the Director shall have the authority to impose such sanctions or take such other actions as are designed to ensure compliance with the provisions of this Policy which shall include, but are not limited to:
  - (A) Suspension or termination of a contract;
  - (B) Ordering the withholding of funds due the grantee under any contract with the Commission;
  - (C) Disqualification of a bidder or grantee from eligibility for providing commodities or services to the Commission for a period not to exceed five years, with a right to review and reconsideration by the Commission after two years upon a showing of corrective action indicating violations are not likely to reoccur.
- (2) All contracts shall provide that in the event any grantee fails to comply in good faith with any of the provisions of this Article the grantee shall be liable for liquidated damages in an amount up to five percent of the grantee's net profit under the contract, or ten percent of the total amount of the contract dollars whichever is greater. All contracts shall also contain a provision whereby the grantee acknowledges and agrees that the liquidated damages assessed shall be payable to the Commission upon demand and may be set off against any monies due to the grantee from any contract with the Commission.

**Section 3. Waivers and Exceptions**

**(a) Sole source.**

The Director may waive the requirements of this Policy whenever the Director finds that the needed goods or services are available only from a sole source and the prospective grantee is not otherwise currently disqualified from doing business with the City, or from doing business with any governmental agency based on any contract compliance requirements.

**(b) No qualified bidders who comply and service/project is essential to City/residents.**

After taking all reasonable measures to find an entity that complies with the Policy, the Director may waive any or all of the requirements of this Policy for any contract or bid package advertised and made available to the public, or any competitive or sealed bids received by the Commission as of the date of the enactment of this Policy where the Director determines that there are no qualified responsive bidders or prospective grantees who could be certified by the Commission as being in compliance with the requirements of this Policy and that the contract is for goods, a service or a project that is essential to the City or City residents.



**(c) Bulk purchasing arrangements through federal, state, regional or City entities.**

The Director may waive the requirements of this Policy where the Director determines that transactions entered into pursuant to bulk purchasing arrangements through federal, State, regional or City entities that actually reduce the Commission's purchasing costs would be in the best interest of the Commission.

**(d) Contract serves public benefit.**

The Director may waive the requirements of this Policy where the Director determines that the benefit of the contract to the public and the Commission's ability to carry out its charge pursuant to state and local law outweigh the harm in the grantee's noncompliance with the Policy.

**(e) Contractor is a public entity.**

This Policy shall not apply where the prospective grantee is a public entity or City department and the Director finds that the proposed contract is necessary to serve a substantial public interest.

**(f) Requirements violate public agency grant and good faith attempt has been made to change conditions of grant.**

This Policy shall not apply where the Director finds that the requirements of this Policy would violate or be inconsistent with the terms or conditions of a grant, subvention or agreement with a public agency or the instructions of an authorized representative of any such agency with respect to any such grant, subvention or agreement, provided that the Director has made a good faith attempt to change the terms or conditions of any such grant, subvention or agreement to authorize application of this Policy.

**(g) Retirement and Pension Plans**

This Policy shall not apply to a grantee or subgrantee's investment of funds where the funds are held in trust for the benefit of employees or third parties.

**(h) Federal or State law**

This Policy shall be construed and applied so as not to conflict with applicable federal or State laws, rules or regulations.

**Section 4. Effective Date**

This policy shall apply to all contracts entered into on or after July 1, 2001.

## Appendix G

### San Francisco Children and Families Commission Program Activity Report Instruction Sheet

Program Activity Reports provide the San Francisco Children and Families Commission with a detailed and comprehensive description of the accomplishments and activities associated with its grant award.

The Commission requires quarterly reports and an annual report. The information presented in the quarterly reports should highlight the activities that have occurred in the most recent reporting period. The annual report should describe the activities of the last quarter and summarize and evaluate the activities of the whole year.

Quarterly reports should be submitted via the Agency's on line Contract Management System (CMS) one month after the end of each quarter.

#### Quarterly Program Narrative Reports

##### **Program Reporting**

Using the scope of work that is part of your grant agreement, report whether the activities that were planned for each objective occurred within the anticipated time frames.

Describe whether the anticipated output objectives were met, not met, or exceeded.

Provide a narrative description of the activities that occurred to achieve the objectives of the grant agreement. Document your accomplishments with data where appropriate.

Describe circumstances that have contributed toward or hampered the performance of the grant activities or meeting the output objectives. If planned activities and outputs are not being achieved, describe corrective actions that will be taken to achieve the objectives of the grant.

Describe the impact or benefit of the activities produced with the grant funds. Describe the method used to assess the impact or benefit.

Provide copies of materials that publicized grant activities or otherwise demonstrate performance of grant activities. Describe how these materials were used.

Provide hard copies of program outreach materials or reports/analysis that would enhance understanding of program activities to Program Officer for grant. These materials can be forwarded to:

Lisa Lee  
First 5 San Francisco  
1390 Market St., Ste. 318  
San Francisco, CA 94102

## **Annual Program Activity Report**

In the annual report, report on all the information requested in the quarterly reports. Provide information for the entire grant year, including the last quarter. In addition, respond to the additional information requested in this section.

Describe the findings of your evaluation activities, including lessons learned in the performance of the grant activities. Also:

- Describe immediate and long term impacts the grant activities had on the issue being addressed by the grant objectives.
- Describe any changes you would make in addressing this issue in future activities or efforts.
- Describe how these lessons will be incorporated into activities within your agency and, if appropriate, shared with other San Francisco agencies.

Describe any activities funded by this grant that will be continued following the end of the grant. Describe how the activities will be funded.

## **Financial Reporting**

Reimbursement requests should be submitted via the Agency's on line Contract Management System (CMS) after the close of the Grantee's books each month. Grantees will need to demonstrate reimbursement requests align with the approved grant budget and if requested produce backup documentation.

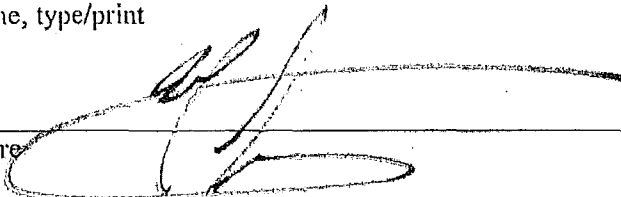
First 5 San Francisco participates in the City and County of San Francisco's Citywide Fiscal and Compliance Nonprofit Monitoring program and adheres to its guidelines. Grantee will provide information as requested by Agency staff or other assigned fiscal monitor to demonstrate compliance with the guidelines.

Appendix H

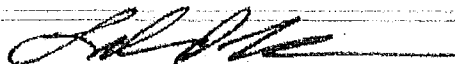
San Francisco Children and Families First Commission  
Signature Authority

This verifies that the following persons have authority to sign program and/or fiscal documents and pick up warrants on behalf of

WestEd  
Agency Name, type/print

First signature 

Michael Neuenfeldt, Director of Finance and Contracts  
First Name and Title, type/print

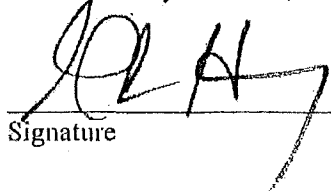
  
Second signature

Leah Williams, General Counsel  
Second Name and Title, type/print

Third signature

Third Name and Title, type/print

As certified by the Executive Director, Glen Harvey

  
Signature

Name typed/printed

August 16, 2012  
Date

## Carroll, John (BOS)

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**From:** Maybaum, Erica (BOS)  
**Sent:** Tuesday, January 24, 2017 1:41 PM  
**To:** Carroll, John (BOS)  
**Subject:** RE: Contract Amendment - WestEd - Early Care and Education Quality Rating and Improvement System - Not to Exceed \$10,881,026

**Categories:** 170048

Hi John- Sup. Yee would like to be added as a sponsor. Do you need anything else from me?

Thanks!  
Erica

**From:** Carroll, John (BOS)  
**Sent:** Tuesday, January 24, 2017 9:29 AM  
**To:** Maybaum, Erica (BOS) <erica.maybaum@sfgov.org>  
**Cc:** Wong, Linda (BOS) <linda.wong@sfgov.org>; BOS Legislation, (BOS) <bos.legislation@sfgov.org>  
**Subject:** RE: Contract Amendment - WestEd - Early Care and Education Quality Rating and Improvement System - Not to Exceed \$10,881,026

Hi, Erica,

We received the resolution, and it appears in the back of today's Board agenda (page 24) with today's introduction date. We assigned File No. 170048. The item is introduced with the Department's request. If Supervisor Yee would like to sponsor the matter, we can update the file; it would still have today listed as the introduction date.

Thanks,

**John Carroll**  
**Legislative Clerk**  
Board of Supervisors  
San Francisco City Hall, Room 244  
San Francisco, CA 94102  
(415)554-4445 - Direct | (415)554-5163 - Fax  
[john.carroll@sfgov.org](mailto:john.carroll@sfgov.org) | [bos.legislation@sfgov.org](mailto:bos.legislation@sfgov.org)

 Click [here](#) to complete a Board of Supervisors Customer Service Satisfaction form.

The [Legislative Research Center](#) provides 24-hour access to Board of Supervisors legislation and archived matters since August 1998.

*Disclosures: Personal information that is provided in communications to the Board of Supervisors is subject to disclosure under the California Public Records Act and the San Francisco Sunshine Ordinance. Personal information provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors website or in other public documents that members of the public may inspect or copy.*

-----Original Message-----  
From: Wong, Linda (BOS)

Sent: Tuesday, January 24, 2017 9:18 AM  
To: Carroll, John (BOS) <[john.carroll@sfgov.org](mailto:john.carroll@sfgov.org)>  
Subject: FW: Sponsor - Resolution - Subject

-----Original Message-----

From: Maybaum, Erica (BOS)  
Sent: Monday, January 23, 2017 5:21 PM  
To: Wong, Linda (BOS) <[linda.wong@sfgov.org](mailto:linda.wong@sfgov.org)>  
Cc: Lee, Lisa (CFC) (CHF) (CFC) <[lisa.lee@first5sf.org](mailto:lisa.lee@first5sf.org)>; Mezquita, Ingrid (CFC) (CHF) (CFC) <[ingrid.mezquita@first5sf.org](mailto:ingrid.mezquita@first5sf.org)>  
Subject: FW: Sponsor - Resolution - Subject

Hi Linda- From my understanding the attached Resolution contract amendment between First 5 and West Ed was forwarded to the Clerk's office. Did you receive? Sup. Yee is happy to sponsor and introduce tomorrow, if that is possible. Please let me know if I can simply fill out the intro form or do I need to wait for the redline from the city attorney?

Thanks!  
Erica

-----Original Message-----

From: Mezquita, Ingrid (CFC) (CHF) (CFC)  
Sent: Wednesday, January 11, 2017 4:17 PM  
To: Maybaum, Erica (BOS) <[erica.maybaum@sfgov.org](mailto:erica.maybaum@sfgov.org)>  
Subject: FW: Sponsor - Resolution - Subject

Hi Erica,

Happy New Year! I hope this email finds you well and you are enjoying the Supervisor's Norman renewed term.

I wanted to reach out to you hoping that you can help us out with a BOS resolution we require for a grant agreement amendment. We submitted last week through the Clerk's office, and we are hoping it doesn't get buried at the bottom of the heap. Is it possible that you could shepherd through????

Many thank you's.

Warmly,

Ingrid X. Mezquita  
Executive Director  
T: 415-437-4649  
E: [ingrid@first5sf.org](mailto:ingrid@first5sf.org)

-----Original Message-----

From: Lee, Lisa (CFC) (CHF) (CFC)  
Sent: Wednesday, January 04, 2017 12:18 PM  
To: BOS Legislation, (BOS) <[bos.legislation@sfgov.org](mailto:bos.legislation@sfgov.org)>  
Subject: Sponsor - Resolution - Subject

Dear Ms. Cavillo,

Attached, please find electronic version of proposed resolution for Board of Supervisors approval, which will allow First 5 San Francisco Children and Families Commission (First 5) to amend a contract with WestEd from July 1, 2012 to June 30, 2017 in an amount not to exceed \$10,881,026 to continue to provide technical assistance, training and rating services for early care and education providers in San Francisco.

This proposed resolution is to be compliant with the San Francisco Charter, Section 9.118.

In addition to the Resolution in WORD format, please find supporting documentation in PDF format:

- Ethics Form 126
- WestEd fifth contract amendment
- Draft of WestEd sixth contract amendment

The packet of original documents will be hand delivered today.

Please contact Lisa Lee @ 415-934-4855 (lisa.lee@first5sf.org) / (415)317-2634 (CELL) for information regarding this matter.

LISA LEE  
Senior Program Officer  
Pathways to Excellence in Early Care & Education

1390 Market Street, Suite 318      TEL: 415-934-4855  
San Francisco, CA 94102      FAX: 415-565-0494

Your message is ready to be sent with the following file or link attachments:

Ethics Form 126  
Proposed Contract Amendment Resolution  
West Ed Sixth Contract Amendment Draft  
WestED Fifth Contract Amendment  
Ethics Form 126 page 2

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.



Suzanne Giraud, Commission Chair  
Ingrid Mezquita, Executive Director

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2017 JAN -4 PM 12:34

BY SM

COMMISSIONERS:  
Linda Asato  
Sylvia Deporto  
E'leva Gibson  
Mary Hansell  
Zea Malawa  
Lynn Merz  
Maria Su  
Katy Tang

January 3, 2017

Angela Calvillo, Clerk of the Board  
Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102-4689

Dear Ms. Calvillo:

Attached please find an original and one copy of proposed resolution for Board of Supervisors approval, which will allow First 5 San Francisco Children and Families Commission (First 5) to amend a contract with WestEd from July 1, 2012 to June 30, 2017 in an amount not to exceed \$10,881,026 to continue to provide technical assistance, coaching, training, and rating services for early care and education providers in San Francisco.

This proposed resolution is to be compliant with the San Francisco Charter, Section 9.118.

The following is a list of accompanying documents (one set):

- Proposed contract amendment resolution
- Ethics Form 126
- WestEd fifth contract amendment
- Draft of WestEd sixth contract amendment

The following person may be contacted regarding this matter:

Lisa Lee, 415-934-4855

Sincerely,

Ingrid Mezquita  
Executive Director  
First 5 San Francisco



**FORM SFEC-126:  
NOTIFICATION OF CONTRACT APPROVAL**  
(S.F. Campaign and Governmental Conduct Code § 1.126)

<b>City Elective Officer Information</b> <i>(Please print clearly.)</i>	
Name of City elective officer(s):  Members, Board of Supervisors	City elective office(s) held:  Members, Board of Supervisors
<b>Contractor Information</b> <i>(Please print clearly.)</i>	
Name of contractor: <b>WestEd</b>	
<p><i>Please list the names of (1) members of the contractor's board of directors; (2) the contractor's chief executive officer, chief financial officer and chief operating officer; (3) any person who has an ownership of 20 percent or more in the contractor; (4) any subcontractor listed in the bid or contract; and (5) any political committee sponsored or controlled by the contractor. Use additional pages as necessary.</i></p> <p>1) Board of Directors: Tacy Ashby, John Baracy, Cecil Brim, Steve Canavero, Kenneth Coll, Frances Contreras, Arturo Delgado, Christopher Deschene, Sydnee Dickson, Rena Dorph, Diane Douglas, Dale Erquiaga, Beth Foley, Maria Franquiz, Ruth Glass, David Gordon, Guadalupe Guerrero, Terry, Hansen, Glen Harvey, Jay Heiler, Guilbert Hentschke, Marsha Hirano-Nakanishi, Tonia Holmes-Sutton, Paul Houston, Beverly Hurley, Harold Levine, Carol Lippert, Dale Marsden, Robert McCord, Wade McLean, Thelma Melendez de Santa Ana, Jacob Moore, Thomas Reagan, Jesus Rubalcava, Terry Shoemaker, Pat Skorkowsky, William Speer, David Sperry, Bernice Stafford, Ed Sullivan, Willam Thorne Jr., Thomas Timar, Tom Torlakson, Tina Trujillo, McKell Withers, and Beverly Young</p> <p>See attached for remaining info.</p>	
Contractor address: 730 Harrison Street, San Francisco, CA 94107	
Date that contract was approved:	Amount of contract: \$10,881,026
Describe the nature of the contract that was approved: To amend a contract between First 5 San Francisco and WestEd to provide citywide technical assistance, coaching, training, and rating services for publicly funded early care and education providers serving low income children with special needs.	
Comments:	

This contract was approved by (check applicable):

the City elective officer(s) identified on this form

a board on which the City elective officer(s) serves San Francisco Board of Supervisors  
Print Name of Board

the board of a state agency (Health Authority, Housing Authority Commission, Industrial Development Authority Board, Parking Authority, Redevelopment Agency Commission, Relocation Appeals Board, Treasure Island Development Authority) on which an appointee of the City elective officer(s) identified on this form sits

Print Name of Board

<b>Filer Information</b> <i>(Please print clearly.)</i>	
Name of filer: Angela Calvillo, Clerk of the Board	Contact telephone number: (415) 554-5184
Address: City Hall, Room 244, San Francisco, CA 94114	E-mail: Board.of.Supervisors@sfgov.org

\_\_\_\_\_  
Signature of City Elective Officer (if submitted by City elective officer)

\_\_\_\_\_  
Date Signed

\_\_\_\_\_  
Signature of Board Secretary or Clerk (if submitted by Board Secretary or Clerk)

\_\_\_\_\_  
Date Signed

Form SFEC-126  
Notification of Contract Approval

First 5 San Francisco Children and Families Commission – WestEd contract

Additional page for Contractor Information:

2) Executive Team: Glen Harvey, Chief Executive Officer; Nancy Riddle, Chief Financial Officer; Max McConkey, Chief Policy and Communications Officer; Catherine Walcott, Chief Development Officer; Sabrina Laine, Chief Program Officer; Richard Whitmore, Chief Administrative Officer.

3) N/A

4) Subcontractors: City College of San Francisco.

5) N/A