

Appendix A-2 – Services to be Provided
Children’s Council of San Francisco – Early Care and Education Integrated Services
Child Care Program Subsidies
July 1, 2021 to June 30, 2022

1) Purpose

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

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

The overall program goals are to:

- Timely and seamlessly connect families to quality early care choices. ;
- Connect families to available community resources, including assistance in paying for ECE services;
- Ensure providers are paid an enhanced local rate to support quality programming, while leveraging federal and state funding whenever possible; and
- Ensure continuous quality improvements to the citywide ECE system through robust and continuous system data reporting and evaluation
- Promote continuous participation in quality programs for children among eligible populations.

2) Definitions

0-5 Continuity	Eligible population families who lose subsidy eligibility for state funding may continue in care until their child reaches kindergarten with annual eligibility redeterminations for state/federal funding
AP	Alternative Payment state contracted child care vouchers; AP Agencies are those public or private non-profit agencies contracting with California Department of Education to administer child care voucher programs
CAPP	California Alternative Payment Program
CARES 2.0	Compensation and Retention Early Educator Stipend
CDE	California Department of Education
CDSS	California Department of Social Services
Comprehensive Fiscal Analysis (CFA)	The Comprehensive Fiscal Analysis was conducted by a national team of experts, providing an inventory of federal, state, and local investments. It proposes, approaches, and models for restructuring San Francisco’s local early care and education investments. The CFA proposals and analysis is fundamental to the ELS redesign for the city. http://sfoece.org/wp-content/uploads/2016/04/CFA-Report.pdf
CPAC	Childcare Planning and Advisory Council
CBO	Community-based organizations, including Family Resource Centers
Center-MRA	Center-MRA is the name for locally funded enrollments that are part of an ELS qualified center’s MRA as indicated in their FY 2020-2021 Funding Agreement. Centers can use their MRA funding to support PFA, Title 5 Gap, and fully funded Center-MRA enrollments. Center-MRA replaces ELS Reserved and Moderate enrollments. Center-MRA enrollments and attendance are reported in Mocha.
DHS	San Francisco Department of Human Services, a division of HSA
Dream Keepers	A Mayoral initiative with the goal of improving outcomes for San Francisco’s Black and African-American youth and their families through the provision of family-based navigation supports to ensure that the needs of all family members are addressed cohesively and comprehensively. The initiative aims to break the cycle of poverty and involvement in the criminal justice system for the families in its City programs and ensure that new investments, including in youth development, economic opportunity, community-led change, arts and culture, workforce, and homeownership, are accessible to San Francisco’s families who are most in need.

Early Learning SF (ELSF)	Early Learning SF (ELSF) is a centralized eligibility and waiting list designed to assist families in connecting with quality early care and education options. Through real-time vacancy information and program and family profiles, the waitlist matches family needs/preferences with available subsidized ECE program options.
ECE	Early care and education
ELS	San Francisco Early Learning Scholarships, which are local funds: 1) fully funded at the CFA calculated rate; or 2) are an enhancement to a state or federally subsidized child, to reimburse at the CFA calculated rate. OECE may determine, over time, changes in costs or tiers for ELS reimbursement.
ELS-Voucher)	Early Learning Scholarships for which the city is paying the full tuition at the CFA calculated rate.
ELS-Gap (now part of MRA)	Early Learning Scholarship (ELS) Gap provides local funding to cover the “gap,” when one exists, between the maximum state subsidy reimbursement rate (i.e., Regional Market Rate or Standard Reimbursement) and the CFA calculated rate
ELS-PFA (now part of MRA)	San Francisco’s Preschool for All program offering universal free part-day preschool for four-year olds enrolled in PFA programs
Enhanced Case Management	A continuum of support for FCS families from the beginning of the child care navigation and enrollment process through referral to other child options in the case of FCS case closure or termination of Bridge Program funding. Enhanced case management also includes trauma-informed coaching for providers as appropriate to ensure a successful child care placement.
Families Rising (FaR)	Families Rising (FaR) is a San Francisco mayoral initiative (formerly P500) that seeks to prevent the transfer of poverty from one generation to the next by providing meaningful pathways up and out of poverty, and by building an integrated and comprehensive system of care
FCS	Family and Children’s Services. ECE for families in the At-Risk, CPS and Foster Care system in San Francisco; including the Emergency Child Care Bridge State Program.
HSA	San Francisco Human Services Agency
Low-Income	Families at or below 85% of the State Median Income as determined by the California Department Education
Maximum Reimbursable Amount (MRA)	The Maximum Reimbursable Amount (MRA) is the maximum amount an ELS qualified center can earn, as established in the FY 2020-2021 Funding Agreements, through a mix of PFA, center-MRA, and Title 5 (ELS Gap) enrollments, calculated at the current ELS rates. The MRA total funding for each center is based on actual amounts from their FY 2019-2020 enrollments and earnings in the following funding

	categories: PFA, Title 5 ELS-Gap, ELS-Reserved, and ELS-Moderate. MRA funding is to support enrollments through a combination of in-classroom instruction and/or distance learning. MRA enrollments are reported in Mocha.
OECE	Office of Early Care and Education
Program Year Continuity	Low-income families who lose state subsidy eligibility may continue in care until the end of the program year, typically prior to fall through an ELS Bridge payment
QRIS	Quality Rating and Improvement System established by the State of California and adopted by San Francisco as a standard of quality. CA-QRIS Rating Matrix
QRIS State Quality Block Grant	CDE funded state stipends for quality in Title 5 contracted settings. Also the basis for a local program for non-state contractors participating in the quality system.
Reasonable Notice	In CalWORKs reasonable notice will be 2 weeks (due to overpayment considerations). Any state regulatory requirements shall supercede all local contract requirements. Additional notice shall be provided when information is available. In ELS, reasonable notice shall be 30 days. When Family & Children’s subsidies are vouchered, reasonable notice shall be 30 days and will include notice to the child’s Protective Services Worker in FCS.
Resource and Referral	Assisting parents in finding child care that best meets their family needs through the provision of robust, up-to-date information regarding licensed providers
San Francisco Citywide Plan for Early Care and Education	The San Francisco Board of Supervisor’s approved Early Care and Education plan to align early education goals, frameworks, funding, and outcomes targeting children birth through age five
Trustline	TrustLine is a database of license-exempt providers that have cleared criminal background checks in California. It’s the only authorized screening program of in-home caregivers in the state with access to fingerprint records at the California Department of Justice and the FBI.

3) Eligible Populations

The San Francisco child care system serves the needs of families with children 0-5 with a focus on low income families and a particular emphasis on providing targeted supports to families who continue to experience ongoing systemic inequities and racial discrimination. This population includes, but is not limited to, children from families who are involved in the Child Welfare System (FCS), Foster Care Bridge Program, At-Risk, homeless, survivors of domestic violence and families from the African American, Latino, Native America, and Pacific Islander communities.

Specific eligibility requirements for state funded programs are defined by their respective funding agencies (e.g., The California Department of Social Services funds CalWORKs Stage 1 which serves low-income CalWORKs eligible families while the California Department of

Education funds CAPP which serves low-income families and CalWORKs Stages 2 and 3 which serves former CalWORKs aided families). Certain subsidy programs may also serve children 0 through 12 years of age. Early Learning Scholarship enhanced reimbursement rates are offered to ELS qualified providers and subject to fund availability.

4) **Communications and Messaging**

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

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

- **Integrated Child Care Case Management:** Grantee will work across its internal departments to provide integrated child care case management services for eligible families to assist them in accessing and maintaining quality early education experiences.. Grantee will provide case managed families with ongoing support and regular check-ins as family circumstances may change or their experiences over time with an early education provider may provide the Grantee with important information to better assist the family with their developing needs and circumstances. Grantee will record case notes for every case managed family interaction to ensure they capture detailed information regarding the family's situation, needs, and recommended next steps..
- **Family Choice & Fiscal Leveraging:** Grantee will balance family choice and fiscal leveraging. On one hand, Grantee will counsel families on all applicable subsidized care options, emphasizing the importance of quality. Likewise, at certification, Grantee will screen families for state/federal subsidies to attempt to use those funds to support families, whenever possible.
- **Family Support:** Continuity of Care is a key component of the Office of Early Care & Education's design of programs and policies that support families' and children's consistent engagement in quality early learning experiences. If a family loses a state or federal subsidy, Grantee will work with OECE to enroll children in an ELS-Voucher. Grantee will closely track the reasons families lose state or federal subsidy eligibility, with increased attention on those who fall out of eligibility at recertification.
- **High Quality Services Experience:** Grantee will continue to streamline all aspects of subsidy system administration and service delivery, with a focus on improving the experience for families and child care providers, taking full advantage of the latitude allowed by state programs. For locally-funded programs, Grantee will work to simplify what and how parents must report, helping families maintain their ECE services and improving continuity of care. Grantee will also explore improvements in systems administration such as online provider reporting, automating child eligibility screening and enrollment, and attendance tracking that could then be linked to payment calculation, billing and reporting.
- **Emergency Back-Up and Rapid Response Care:** Grantee will promote and preregister eligible families with Emergency Back-Up/Mildly Ill child care services and connect families

with Rapid Response (now called SWAT) child care, as needed. Grantee will partner with Family Support Services (FSS) to outreach to and share their services with current and potential families at HSA locations, and will preregister eligible families at intake and recertification. Grantee will maintain close communication with FSS to identify potential families eligible for service through CalWORKs. Grantee will also provide support to families in Rapid Response (now called SWAT) by sending families curated lists of prescreened providers with openings that match their needs.

- **First Aid Training:** Grantee will provide CPR and First Aid training to child care providers, in their home language and/or provide translation as needed.
- **State/Federal Child Care Subsidy Administration, including CalWORKs Stage 1, CalWORKs Stage 2, CAPP, FCS, and FaR; TrustLine background checks**

Grantee will administer CalWORKs Stage 1, CalWORKs Stage 2, CAPP (CAPP-HSA), Family and Children’s Services (FCS), and Families Rising (FaR) child care subsidy programs. Grantee will adhere to all federal, state and local program requirements, policies, and laws related to the administration of these programs. (Confidentiality requirements will be followed; however, state law permits the sharing of information between APs, R&Rs, Early Learning SF and Contractors for the purpose of administering CalWORKs child care.) child care services will be administered with the following program-specific considerations.

1. *CalWORKs Stage 1*

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

2. *CalWORKs Stage 2*

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

3. *CAPP-HSA*

Grantee will utilize monthly subsidy enrollment and expenditure projections to determine the number of CAPP enrollments needed each month to fully utilize the dollars available under the HSA state CAPP contract. When CAPP-HSA slots are available, Grantee will select families from the 1) FCS emergency Child Care Bridge, 2) FCS –CPS cases and 3) the San Francisco Waitlist in priority order, as determined by CDE, and use the Family

Profile to conduct “pre-screening” interviews, ensuring that all information is current, and as needed, informing parents about ELS options, including which providers have openings. Grantee will certify and enroll the family into the CAPP program and help them find a provider if they do not already have one. Once enrolled, Grantee will provide ongoing services to help families maintain their eligibility, including periodic recertifications in accordance with state rules. As with CalWORKs Stage 2 families, Grantee will provide case management services over time and connect families to other community resources that can help on their path toward self-sufficiency.

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

If a CalWORKs Stage 2 or CAPP family loses their eligibility, the Grantee will certify that the reason for losing eligibility could not be resolved per state regulations, and will work with OECE to determine eligibility for any child under five for an ELS-Voucher. If the family is determined to be eligible and funding is available for an ELS-Voucher, the Grantee will work to ensure the child’s seamless transfer to an ELS-Voucher..

5. *Family and Children’s Services*

Grantee’s FCS child care navigator team will work to ensure families with an open San Francisco CPS case are successful in linking to local, state, and federally funded quality ECE child care programs.

- Grantee will help families understand their child care program options and types of ECE programs available, particularly ELS Qualified programs and will provide FCS families with specific referrals to ELS Qualified programs with openings that meet the families’ unique preferences and the children’s developmental needs.
- Grantee will also enroll children on the San Francisco waitlist and connect with the local Head Start/Early Head Start agencies to coordinate enrollment in a state or federally-funded programs, honoring parental choice
- Once a child is placed in care, Grantee will follow-up at least once every quarter with families and their ECE programs to ensure a successful enrollment and good fit for the child. In cases where the child is placed with a family member outside of San Francisco or outside of California, Grantee will continue to provide personalized assistance in coordinating the paperwork process and facilitating payments to child care providers in those locations.

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

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

(2) Child care navigator:

- Each eligible family will be assigned to a child care navigator. The navigator will assist with finding a child care provider, securing a child care placement, completing child

care program certifications, and developing a plan for long-term child care appropriate to the child's age and needs.

- Eligibility for navigator services shall not be contingent on a child's receipt of a child care payment or voucher. At least 6 months prior to FCS case closure or termination of Bridge Program funding, the Grantee's FCS child care navigators will connect eligible children with continued services through age five utilizing ELS-City, CalWORKs, CAPP, Head Start/Early Head Start or other Title 5 funding.

(3) Trauma-informed training and coaching: Grantee will develop a Logic Model for ECB-TIT to ensure that all childcare programs participating in the Bridge & FCS Programs will receive access to trauma-informed care training. The logic model will be reviewed at least once annually. Childcare providers will also receive access to coaching and be connected to community resources available to assist them in applying training curriculum and learn strategies for working with children in foster care.

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

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

6. *Families Rising (FaR)*

Grantee will offer early child care subsidy engagement services for all FaR families. Early engagement services include: introduction to the subsidy system, overview of the Quality Rating Improvement System, customized list of child care referrals and enrollment into one of our parenting workshops (such as Choosing Child Care).

Grantee will administer FaR subsidies (State/Local) to ensure continuity of care and continually assess each family's eligibility for federal or state-funded programs to avoid any gaps in service. FaR Grantee will also collaborate with FaR Mobility Mentors and CalWORKs Case Managers to ensure successful child care placements and provide any updates to parents' participation.

- **Local Child Care Subsidy Administration**

Early Learning Scholarships: Grantee will administer the local Early Learning Scholarship (ELS) child care program in partnership with Wu Yee Children's Services' ELS administration work. Grantee will closely coordinate services and seamlessly integrate data and reporting with Wu Yee Children's Services.

1. *ELS-City (Voucher)*

Grantee will administer ELS-Vouchers. For ELS- Vouchers, Grantee will use monthly projections to determine the amount of funding available and enroll families accordingly off ELSF following OECE’s priority enrollment policies.

Grantee will certify families as eligible for ELS-Voucher and manage the full subsidy administration process for both family and program. To ensure families who lose eligibility for state or federal subsidy programs can maintain continuity of care in their ELS program Grantee will work with the family and program to obtain an ELS-Voucher. Depending on the needs and preferences of each family, the Grantee will develop a full understanding of the family’s circumstances, including early learning goals for their children, helping to guide them on their journey through the early education system and ultimately elementary school enrollment.

Coordination with Homeless Child Care Case Management Grantee (Compass Family Services)

For homeless families waiting on Early Learning SF and/or receiving ELS-Vouchers, the Grantee will work with Compass Family Services to determine funding availability and process provider payments. Grantee will maintain regular communication around trends in homeless families’ ability to secure child care. Grantee will collaborate closely with Compass Family Services to ensure efficient and effective child care subsidy enrollments

1. *ELS-Gap on State Voucher*

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

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

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

• *Integrated Services*

Grantee will provide the following:

- 1.** Issue all State child care Notices of Action regarding changes in eligibility. All families will be given reasonable notice of action as required by State regulation.
- 2.** Fingerprint (using the TrustLine system) all license-exempt care providers, including related license-exempt caretakers in accordance with State law. No child care payment shall be made until the provider is criminally cleared through the TrustLine

process and all retroactive TrustLine clearance timelimits shall be administered in accordance with State policy.

3. Ensure there are signed confidentiality agreements for all of its staff and members of collaborating agencies' staff that have access to information and eligibility for CalWORKs, ACCESS or FCS protective service status information of HSA's clients and former clients.
4. In the event of a declared emergency, Grantee's staff may be engaged as part of the city's response to the disaster/declared emergency. Grantee agrees to ensure their staff receive city Emergency Response training, to be planned and delivered in coordination with the HSA Emergency Response Coordinator.
5. Monitor child care subsidy eligibility, authorization, and utilization as prescribed by CDE policies and procedures in addition to any Alternative Payment Monitoring Unit (APMU) auditing standards and recommended best practices. Monitor compliance internally utilizing state procedures for compliance monitoring in order to maintain grant performance within state error rate level.

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

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

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

- **Family Support:** Grantee will work across its internal departments to provide integrated family support services to low-income families to help them achieve their goals. These services will meet families where they are to provide comprehensive, flexible and individualized support and connection in a way that affirms and builds on families' strengths.
 - Tailored Family Support Services include counseling in finding and paying for child care, online child care search, trainings and workshops, child care navigation services, referrals to specialized community resources and connection to Children's Council's Parent and Caregiver Education programs.
 - Enhanced Family Support to Families from Target Populations. With emphasis on families with children with special needs and/or who are homeless.
- **Early Learning SF Family Support:** Grantee will support families' application to and use of Early Learning SF to secure quality child care.
 - Grantee will assist families in developing a profile and articulating preferences for care. Grantee will monitor activity within the system, and as families are matched with possible programs, follow-up with families via email, text or phone calls, as appropriate, to support family exploration of options and progress toward enrollment in subsidized child care.

- New families assigned to the Grantee will have their ELSF application reviewed and be contacted for any additional information needed in accordance with agreements made at the ELSF Implementation meetings.
- Grantee will support to look for child care through manual referral.
- When a family applies to Early Learning SF and is assigned to Grantee, Grantee will reach out to screen them for eligibility for other state-/federally-funded subsidy programs (such as CalWORKs) and conduct an in-depth phone interview to update eligibility and need information. If a family has been selected for a slot Grantee will contact the family to assist them in selecting a program and when necessary provide a “warm-handoff” to subsidy staff to facilitate an enrollment.
- For Center-MRA enrollments, Grantee will monitor Center-MRA vacancy reporting to support ELS centers in appropriately maximizing MRA funding through enrollments
- Grantee will support data integrity by, updating family applications, inactivating applications, and merging duplicates. All family applications assigned to Grantee will be updated as often as needed or at least quarterly. Grantee will also update individual family profiles outside of scheduled process as staff become aware of new information.
- **Community Outreach:** Grantee will engage in coordinated outreach and communication to maximize its engagement of eligible families, particularly those from OECE designated communities needing targeted supports.
 - Grantee will develop/ review a Community Outreach Logic Model or a detailed plan with specific activities and timelines at the beginning of each fiscal year to help guide the desired outcomes.
 - Not limited to, Grantee will work with community-based organizations that work with subsidy eligible families/groups (e.g., neighborhood clinics and hospitals, family resource centers, recreation centers and parks, churches, Women Infant Children Clinics, San Francisco Public Library, etc.) so they have child care information on-hand and knowledgeable staff who know how to refer families to the Grantee for more information about child care, assistance in finding child care and support in connecting to child care subsidies.
 - Grantee will utilize a variety of outreach strategies such as text-messaging, email, social media and direct mail campaigns to specific neighborhoods to engage families. Additionally, Grantee will explore the cost-effectiveness of targeted print/digital/outdoor advertising to determine a return-on-investment.
 - Grantee will report on Outreach activities and their impact on families and programs at least once a quarter.
 - As requested by OECE, Grantees will pivot on outreach priorities in order to respond to community needs.

8) Co-Location at Human Services Agency Sites - Grantee will staff a help-desk at 170 Otis Street to maximize engagement with eligible families, prepare them for the child care search experience, and support their ability to meet their basic needs.

- Grantee provide child care enrollment counseling and services and child care R&R services to both CalWORKs eligible and non-CalWORKs eligible clients.
- Distribute diapers as part of the San Francisco Diaper Bank program.
- Grantee will conduct 2-3 weekly child care enrollment workshops under the direction of CalWORKs participants at 3120 Mission and 1800 Oakdale. Presentation will include specifics on the process to starting care, provider types and customized TA for clients.
- **Online Information:** Grantee will maintain and continuously improve information available that supports families' ability to find and pay for child care that meets their needs.
 - Specific information available will include types and costs of care, types of financial assistance, and indicators of quality care.
- **Feedback Loops:** Grantee will seek feedback from families to inform continuous improvement of services.
 - At minimum, Grantee will survey families annually to solicit feedback on quality of services. As capacity and experience with feedback loops expands, Grantee will move toward more regular and high-quality feedback loops.
 - Grantee will develop an action plan to describe the system improvements based on the feedback received. Such plan will include timeline for implementation.
- **Additional R&R Services: First Aid Training, Reporting**
 - Grantee will provide CPR and First Aid training to child care providers, in their home language and/or provide translation as needed.
 - Grantee will create and deliver monthly, quarterly, semi-annual, annual and ad hoc reports about funding and the populations (families/prorams) accessing services.

9) Description of Services—Nutrition Service

Grantee will work with providers through CACFP and Healthy Apple to support adoption of nutrition and physical activity practices aligned with the Health, Nutrition and Physical Activity CA-QRIS Pathways to address prevention of diet-sensitive chronic diseases and sugary drink consumption, among other topics related to nutrition and physical activity, with the ultimate goal of reducing rates of childhood obesity.

1. Recruit, advise and connect programs to Child & Adult Care Food Program (CACFP) for financial resources to improve the quality of the meals served to children in their care
2. Work with each participating program around goal-setting to improve practices.
3. Administer funding (pass-through) for food for young children to programs.
4. Provide resources, training, and coaching in English, Spanish, and Chinese to help programs meet goals and covering a variety of topics including:
 - a. Drafting and implementing a Wellness Policy
 - b. Strategies for maintaining positive eating practices during Covid-19
 - c. Integrating outdoor/nature play into existing curricular plans

5. Engage in recognition and celebration of programs who have demonstrated excellence in their nutrition and physical practices.
 - a. Create and implement a plan for how to engage programs during Shelter-in-Place order
6. Collaborate with applicable health-focused agencies and initiatives such as Department of Public Health, SF Food Security Task Force, San Francisco Children and Nature Collaborative and others.
7. Data and Reporting:

On semi-annual basis (due by Jan 15 and July 15) provide:

- a. A narrative report that summarizes the following:
 - i. The progress of the implementation of HA best practices at participating sites.
 - ii. Total number of all child care providers and children enrolled at sites served by HA and CACFP, broken down by ELS/non ELS AND program zip code
 - iii. Workshops offered and attendance

10) Description of Services – Help Desk. Grantee will provide technical support to ECE programs and CBOs on their required or encouraged use data systems. In general, the Grantee will:

- Orient ECE programs and CBOs to these systems, help trouble-shoot problems, identify capacity gaps, and design and deliver one-on-one and group supports to address identified needs. All support will be offered in Cantonese, Spanish and English. The grantee will prioritize support to ELS-qualified programs.
- Utilize feedback and experience to guide continuous program improvement, including reducing redundancies, streamlining processes, and reducing the administrative burden on ECE programs.
- **Data Systems.**
 - *MOCHA*: Grantee will assist Programs funded with MRA funding to comply with required reporting of their full enrollment, attendance, DRDP assessments, and some additional information into the Mocha system. Grantee will assist all ELS-qualified programs to report this information in Mocha.
 - *California ECE Workforce Registry*: Grantee will provide support to all ELS-qualified and PFA programs and their staff to report and track staff roles, qualifications and education information; all non-OECE funded, licensed ECE programs are encouraged to use the system and can access the state Help Desk services directly from the Registry office.
- *Early Learning SF*: Grantee will provide support to all ELS-qualified programs (including ELS-Reserved and Title 5) seeking to enroll children with ELS subsidies to use the system to identify eligible children. **On-Demand Technical Assistance.** The Grantee will:
 - Provide timely and responsive technical support via phone and email. At minimum, support will be available Mondays – Fridays from 8:30 AM – 5:00 PM, one evening a

week from 5:00 PM to 7:00 PM and will be broadly advertised to programs. Extended evening and/or weekend hours will be available to meet demonstrated need.

- Provide in-person support to users at various public venues, including OECE’s all-partner meetings, conferences and ECE program gatherings.
- Will increase active participation at ELS Qualified Program round tables and/or will lead a program updates at least twice a year.
- The Grantee will utilize data, staff experience and user feedback to understand trends among users, which will inform ongoing refinement of user support. Specifically, the Grantee will:
 1. *Mocha*. Based on data trend analysis, the contractor will 1) identify areas where programs need additional support. The Grantee, 2) will provide one-on-one and group coaching to ensure identified ELS-Qualified programs meet reporting requirements, and 3). In addition, the Grantee will communicate process and systems recommendations to OECE, and support adoption of refinements, as needed and appropriate.
 2. *California ECE Workforce Registry*. The Grantee will provide phone and email support OECE-funded and non-OECE funded ECE programs and their staff in creating and updating profiles, utilizing reports and taking advantage of additional features as they become available, underscoring the importance of accurate and up-to-date information.
 3. *Early Learning SF*. The Grantee will support ECE programs’ use of the system to report timely and accurate vacancy information, take timely action on families in their screening queue and update families’ status. The Grantee will utilize systems to support system level and program level goals.
- **Group and Individual Trainings.** The Grantee will plan, advertise and conduct group and individual training sessions in person at Children’s Council and/or other designated, accessible locations and/or virtually. Regularly occurring group trainings will be scheduled at least three months in advance and the contractor will keep an updated schedule of trainings available on its website, in addition to sharing it with OECE to post on their website. Trainings will include:
 - Database overview trainings
 - On-demand trainings responding to individual user needs
 - Proactive trainings responding to trends in ECE programs’ needs/OECE’s direction
- **Coordination, Research and Communications.** The Grantee will:
 - Participate in coordination efforts with OECE and its partners to ensure streamlined and effective delivery of technical assistance and training.
 - Research ECE programs’ questions or challenges, flag emerging issues with the data systems for OECE, and develop materials as needed for trainings.
 - Create and maintain up-to-date tip sheets and other online materials, such as training videos and resources, on both its website and for OECE to post on its website, as needed

or directed by OECE. All user support materials will be available in English, Spanish and Chinese.

- Staff will include the OECE logo on all related communications (tip sheets, email signatures, website pages, etc.) and will announce at all trainings and/or meetings that Help Desk services are funded by OECE. For any communications related to the new wait list, the contractor will adhere to branding guidelines that OECE provides. Build and maintain relationships with:
 - CBOs to promote awareness of Early Learning SF and encourage them to support families with applying.
 - City-funded ECE programs to increase awareness of Early Learning SF as a mechanism to fill vacancies.
- **Data Integrity.** The Grantee will:
 - Generate monthly reports for children enrolled in Mocha and coordinate inactivation process in Early Learning SF with Integrated Service Agencies.

Run a weekly report in Early Learning SF that identifies vacancies reported and enter that information as appropriate into their R&R database so that information can be used for referrals beyond Center-MRA, ELS Voucher, and Title 5 vacancies.
- **Participation Agreements:**
 - As instructed by OECE, Grantee will execute, amend, and terminate all Participation Agreements. **Grantee will track insurance certificates and other relevant or OECE specified documents related to funding agreements, grants, stipends, etc.**
- **Support Tracking and Reporting.** The Grantee will track all technical assistance offered and regularly share analysis and trends with OECE and share reports monthly with OECE. The contractor will track data on: names of staff and affiliated organization served, language, data system, brief description of issue, and date of assistance requested, date and location of assistance delivered, a description of any follow-up if needed, and a description of any issues related to software or other issues beyond the scope of the Help Desk support.
- **Continuous Improvement.** The Grantee will:
 - Seek to continuously improve the efficacy, efficiency and user experience of the Help Desk services and will participate in quarterly meetings with OECE staff to share observations and reflections on the quality, timeliness and effectiveness of the Help Desk services, and ideas about how to improve early care and education programs’ understanding of the data systems, enhance data integrity, and improve the data systems and related processes.
 - Participate in a variety of efforts aimed to better support OECE-funded programs, as needed and directed by OECE, such as focus groups with users of the data systems, advisory committees, and other user input efforts.
- **Role of OECE.** OECE will:
 - Manage the relationship with the vendors for each data system, and will keep Help Desk staff informed of upcoming development and/or changes to the data systems.

- Schedule and participate in regular check-in calls with Help Desk staff to ensure ongoing communication between both parties, to trouble-shoot any issues and inform development needs.

11) Description of Services - Dream Keepers Initiative. Grantee will provide the following services:

- Lead the development and creation of the Early Care and Education components of the Dream Keepers Initiative as envisioned by the Mayor and other key stakeholders. This includes, but is not limited to:
 - (a) Creation of the African American Early Care and Education Policy Council comprised of 30 African American providers meeting bi-weekly
 - (b) Issuing stipends to Council members (i.e., educators)
 - (c) Provide a shared service vendor subscription with integrated strategic technology that reduces the administrative burden for Council members' to participate
 - (d) Lead the Policy Council through a process to deepen members' understanding of the current ECE system, learn from the communities' diverse approaches to the care and pedagogy of young Black children, and, ultimately identify program best practices, recommendations, and next-steps to increase the number of Black educators as well as improve outcomes for Black children in San Francisco.

12) Location and Accessibility of Services:

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

13) Service and Outcome Objectives

• Service Objectives – Early Care and Education Subsidy Administration

- a. Provide case management services to families, calculated as a monthly average served by end of fiscal year. Numbers may be adjusted over the grant period.
 1. CalWORKs Stage 1: 500 children
 2. CalWORKs Stage 2: 325 children
 3. California Alternative Payment Program: 75 children
 4. Early Learning Scholarship (ELS): 850 children
 5. Family and Children’s Services/Foster Care Bridge: 90 children
- b. Fiscal leveraging: Screen all case-managed families for state subsidy eligibility and funding availability prior to enrollment in any ELS program.
- c. Subsidy Administration Reporting: Provide accurate monthly projections and revenue reports based on the program budget allocations.

2. Outcome Objectives – Early Care and Educations Subsidy Administration

- a. Annually, a minimum of 85% of surveyed families will indicate Grantee met their Subsidy Service needs.
- b. Annually, a minimum of 85% of surveyed families will indicate satisfaction with their child care placement.
- c. Annually, a minimum of 85% of surveyed child care providers will indicate satisfaction with payment and overall customer support.

3. Service Objectives – Child Care Resource & Referral

- a. Provide comprehensive counseling and referral services to 1,500 families in the eligible population groups in multiple languages in person, over the phone, and via email, during operating hours of at least 9am-5pm during the week
- b. Outreach to $\geq 1,000$ new families annually, 50% priority population by June 30, 2022
- c. Coordinate with the other R&R to outreach to ELS qualified providers and deliver a minimum of 7 CPR/First Aid Trainings. Enter all trainings for programs (regardless of funding source) and their attendees’ participation into the California ECE Workforce Registry per the protocol supplied by OECE.

4. Outcome Objectives – Child Care Resource & Referral

- a. Annually, a minimum of 85% of surveyed families will indicate satisfaction with with R&R services.
- b. Annually, a minimum of 85% of surveyed families will indicate satisfaction with Children’s Council’s online information.
- c. Annually, a minimum of 85% of surveyed providers attending CPR and First Aid training will indicate satisfaction with the training.

5. Service Objectives –Nutrition Service

- a. Continue to support 190 child care programs

6. Outcome Objectives –Nutrition Service

- a. 85% of participating programs will utilize health and nutrition resources along with self-assessment tools, and/or goal setting and action planning to adopt best practices and improve the quality of care for children.
- b. Annually, a minimum of 85% of surveyed programs attending training or receiving coaching will indicate satisfaction with the service.

7. Service Objectives – Help Desk

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

	Mocha	Registry	ELSF	ELSF (CBOs)
# of Trainings, Annually	4	2	4	2

- b. Communicate, as needed, with up to 400 ELS and PFA programs to ensure they report timely and accurate vacancy information, take timely action on families in their screening queue and update families’ status as enrolled or declined.
- c. Contractor will support all programs to update their Registry information annually, contacting every ELS and PFA program that has not updated their information in the prior year or who has missing or inconsistent program or staff information. Contractor will proactively reach out to non-ELS/PFA programs in San Francisco to promote the Registry.
- d. Participate in coordination efforts with OECE to distribute, track and collect insurance certificates and other relevant or OECE specified documents related to funding agreements, grants, stipends, etc.
- e. Create and maintain up-to-date tip sheets and other online materials, as needed or directed by OECE. A minimum of four resources will be developed or significantly improved annually.
- f. Produce monthly reports of technical assistance services requested and delivered, per the description above.

8. Outcome Objectives – Help Desk

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

9. Service Objectives – Dream Keepers

- a. Twice annually, in January 2021 and July 2022, the grantee will submit a comprehensive and detailed report to OECE that includes the most recent Theory of Change model, Policy

Council and Stakeholder meeting insights, important action items, or other related developments, and a summary of the fiscal year activities, challenges, and accomplishments related to the initiative.

- b. Annually, conduct 4 stakeholder committee meetings comprised of Black and African American families, ECE advocates and other key individuals. The feedback will be used in developing the recommendations presented annually to OECE and the Mayor.
- c. Bi-monthly, facilitate and lead the African American ECE Policy Council meetings.
- d. 100% of FCC ECE providers serving on the African American Policy Council will be offered technical subscriptions.
- e. 100% of Early Educations serving the African American Policy Council will be offered financial stipends.

10. Outcome Objectives – Dream Keepers

- a. Annually, a minimum of 85% of the African American Early Educator Policy Council members surveyed will indicate satisfaction with the meeting objectives and accomplishments.
- b. Annually, a minimum of 85% of the Stakeholder meeting members surveyed will indicate satisfaction with the meeting objectives and accomplishments.
- c. Annually, a minimum of 85% of incentive funding for African American Early Educator Policy Council members stipends will be dispersed annually.

10) Monitoring Activities

- 1. Program Monitoring:** Program monitoring will include review of case files, Grantee development and training activities, program policies and procedures, accessibility and cultural competence of program materials, Granteeing patterns/job descriptions, reporting requirements, client data tracking and back-up documentation for reporting progress towards meeting service and outcome objectives.
- 2. Fiscal Compliance and Grant Monitoring:** Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

11) Reporting Requirements - Any change in state reporting requirements shall supercede the following grant requirements.

1. Report Schedule

Monthly reports shall be sent no later than the 15th day following the end of the respective reporting period. An annual final report for final adjustments shall be submitted by July 31 for the fiscal year ending June 30. Quarterly and annual reports shall be sent no later than the last day of the month following the end of the respective reporting period.

2. Monthly R&R Administration Reports

- a.** Provide a monthly report of the number of families provided comprehensive counseling and referral services.

3. Monthly Subsidy Administration Reports

- Grantee will provide a copy of the CDD 801A monthly population report.
- Grantee will provide a copy of the CW115 and 115A reports for State reporting. Grantee will generate two-parent family data and other state required data.
- Grantee will provide a copy of the monthly CDFS 9500-AP claims report submitted to CDE for the HSA Stage 2 and CAPP Contracts.
- Provide a detailed monthly summary report on subsidy child care projections and enrollments that illustrates the achievement of the subsidy Service Objectives identified above.
- Grantee shall be responsible for all state and federal reporting requirements including, but not limited to: unduplicated child counts, type of care received, cases where no care was available, federal and non-federal child care cases and state contract renewal application processes. Coding for fiscal claiming will be maintained and modified as state policy changes require.
- Grantee shall be responsible to submit data and outcomes using the Emergency Child Care Bridge Program for Foster Children report (CCB 18).

- Grantee shall comply with all state reporting requirements and changes in reporting per state deadlines.
- Grantee shall submit for OECE's/HSA's review and approval, prior to submission to the state, all state contract audit reporting related to Stage 1, CalWORKs 2, HSA-CAPP, CRET, and CLPC. Additionally, Grantee shall provide OECE/HSA a copy of such final annual audit report.
- OECE and/or HSA shall provide Grantee with copies of all updated and signed state contract letters, claims, and other financial information as well as All County Letters, Contract Letters, Applications for Refunding, and other communications from the California Department of Social Services and the California Department of Education.

4. Quarterly Reports

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

5. Bi-Annual Reports (R&R only)

- a. Grantee will provide a single bi-annual performance report regarding progress on service objectives for R&R services.

6. Annual Reports

- a. Grantee will provide a single annual performance report regarding progress on service objectives for Subsidy programs and R&R services.

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

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

9. Audit Response

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

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

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

- 11.** All other reports including Monthly, Quarterly and Annual Reports will be entered into the Contracts Management System (CARBON). Contact information is above for assistance with reporting requirements or submission of reports.